



Haringey Council

NOTICE OF MEETING

Corporate Parenting Advisory Committee

TUESDAY, 19TH FEBRUARY, 2013 at 19:15 HRS - CIVIC CENTRE, HIGH ROAD, WOOD GREEN, N22 8LE.

MEMBERS: Councillors Allison, Brabazon, Dogus, Reece, Solomon, Stennett and Waters (Chair)

AGENDA

1. APOLOGIES FOR ABSENCE (IF ANY)

2. URGENT BUSINESS

The Chair will consider the admission of late items of urgent business. Late items will be considered under the agenda item they appear. New items will be dealt with at item 11 below.

3. DECLARATIONS OF INTEREST

A member with a personal interest in a matter who attends a meeting of the authority at which the matter is considered must disclose to that meeting the existence and nature of that interest at the commencement of that consideration, or when the consideration becomes apparent.

A member with a personal interest in a matter also has a prejudicial interest in that matter the interest is one which a member of the public with knowledge of the relevant facts would reasonably regard as so significant that it is likely to prejudice the member's judgement of the public interest.

4. TO AGREE THE ACTIONS ARISING FROM THE MEETING WITH ASPIRE

5. MINUTES (PAGES 1 - 6)

To consider the minutes of the meeting held on 04 December 2012.

6. MATTERS ARISING (PAGES 7 - 10)

To receive an update on how actions have been progressed since the last meeting and to note the items planned for future meetings.

7. PERFORMANCE MANAGEMENT : CHILDREN AND FAMILIES (PAGES 11 - 42)

This report sets out performance data and trends for an agreed set of measures relating to looked after children. Appendix 3, of the report is to be marked to follow.

8. ADOPTION PERFORMANCE REPORT. (PAGES 43 - 72)

This report will inform members of the progress made in the performance of the Adoption Service in placing children for adoption and special guardianship since the publication of the Adoption Scorecard and the Adoption Diagnostic Review in Summer 2012.

9. CHILDREN IN CARE AND CUSTODY (PAGES 73 - 82)

To consider a report about Haringey Children In Care (CIC) that are offending or in custody.

10. EXCLUSION OF THE PRESS AND PUBLIC

That the press and public be excluded from the meeting for consideration of items 11&12 as they contain exempt information as defined in Section 100a of the Local Government Act 1972 (as amended by Section 12A of the Local Government Act 1985): paras 1 & 2: namely information relating to any individual, and information likely to reveal the identity of an individual.

11. ADOPTION PERFORMANCE REPORT (PAGES 83 - 86)

To consider exempt information pertaining to Item 8.

12. MINUTES (PAGES 87 - 88)

To consider the exempt minutes of the meeting held on 04th December 2012.

13. ANY OTHER BUSINESS

Date of next meeting proposed is Monday 29th April 2013 6.30pm.

David McNulty

Ayshe Simsek

Head of Local Democracy and Member Services
5th Floor
River Park House
225 High Road
Wood Green
London N22 8HQ

Principal Committee Coordinator
Tel: 0208 489 2965
Fax: 0208 489 2660
Email: ayshe.simsek@haringey.gov.uk

This page is intentionally left blank

**MINUTES OF THE CORPORATE PARENTING ADVISORY COMMITTEE
TUESDAY, 4 DECEMBER 2012**

Councillors Allison, Dogus, Reece, Solomon, Stennett and Waters (Chair)

Apologies Councillor Brabazon

Also Present: Libby Blake, Marion Wheeler, Attracta Craig, Wendy Tomlinson, Chris Chalmers, Emma Cummergen, Phil Di leo

MINUTE NO.	SUBJECT/DECISION	ACTION BY
CPAC194	<p>APOLOGIES FOR ABSENCE (IF ANY)</p> <p>Apologies for absence were received from Cllr Brabazon.</p>	
CPAC195	<p>URGENT BUSINESS</p> <p>There were no items of urgent business put forward.</p>	
CPAC196	<p>DECLARATIONS OF INTEREST</p> <p>There were no declarations of interest put forward.</p>	
CPAC197	<p>TO AGREE THE ACTIONS ARISING FROM THE MEETING WITH ASPIRE</p> <p>The Committee agreed that the notes and actions arising from the informal meeting with Aspire between 6.30-7.30pm be compiled and distributed to Members of the Committee and Aspire. It was agreed that the actions be added to the formal minutes to allow the Committee to monitor and progress the agreed actions.</p>	
CPAC198	<p>MINUTES</p> <p>The minutes of the meeting held on the 08th October were agreed as an accurate record of the meeting.</p> <p>(CPAC189)In relation to the services to boroughs offered by the 18 Project, there was a need to add in Enfield borough as a recipient.</p> <p>(CPAC188)In reference to the new framework agreement on foster care recruitment, this was being worked on with the North London Strategic Alliance and not the North London Fostering Consortium as put in the minutes. It was agreed that the minutes be amended to reflect this.</p> <p>In relation to a report on Housing Benefit reforms, an early report setting out the anticipated issues had been completed by Phil Harris and shared at the LSCB meeting.</p> <p>The minutes of the joint meeting with Safeguarding Policy and Practice Committee, held on the 29th October 2012, were agreed as an accurate</p>	<p>Clerk</p> <p>Clerk</p> <p>Clerk</p>

**MINUTES OF THE CORPORATE PARENTING ADVISORY COMMITTEE
TUESDAY, 4 DECEMBER 2012**

	record of the meeting.	
CPAC199	<p>MATTERS ARISING</p> <p>At the previous meeting, there had been a discussion about the disparate performance in foster care recruitment compared to other local authorities and the Chair continued to be concerned about this issue. It was noted that a bi annual report from the Fostering service on their progress and activities would be available in January 2013 and this could be distributed to Members of the Committee in advance of the next meeting to keep them informed of progress.</p>	WT
CPAC200	<p>PERMANENCY POLICY</p> <p>The Committee had previously considered an early version of the Permanency Policy at their September meeting. Following this meeting, research had been distributed to Committee Members on the permanency options of adoption, special guardianship and long term foster care placement. This was to assist Members in structuring lines of enquiry to form a view on the proposed permanency policy.</p> <p>Since consideration of the earlier draft, some legal context had also been added to the explanation of the permanency options of adoption, special guardianship and long term foster care which gave Members a better understanding of the council's legal responsibilities in their care of a child/young person.</p> <p>The assessment method for sibling groups was set out and this was according to the number of children in their sibling group and their age. This gave an idea to the Committee of the type of thinking involved in planning permanency options and how each child's need is considered.</p> <p>This policy would next go to Cabinet in June 2013 for agreement and it would need to contain the endorsement of the Corporate Parenting Committee about early permamancy planning. Adoption and Special Guardianship were the preferred options for permanency as they were most likely to provide a stable home and future for the child beyond the age of 18. The Committee were asked to provide their direction on the proposed approach to the adoption of sibling groups. Also to comment on the level of importance to be given to seeking ethnic matches for children where adoption was the best permanency option.</p> <p>In response to how much influence this Committee could have on the process of adoption, it was explained that ultimately the process of adoption was governed by a legal framework but Members could provide officers with the steer about the priority for adoption.</p> <p>In considering the approach set out, members sought an understanding on number of cases where the plans for adoption had changed or had been prolonged because of difficulties with finding an ethnically matched family or keeping a sibling group together. It was explained that the number was small. However, the Committee could help with endorsing</p>	

**MINUTES OF THE CORPORATE PARENTING ADVISORY COMMITTEE
TUESDAY, 4 DECEMBER 2012**

	<p>and encouraging the examination of adoption as a permanency option at the outset from when a child/young person is identified as not being safe to stay at home (usually at the Core Assessment stage). This would enable adoption, as an option, to be explored from an early stage alongside other permanency options and increase the number of adoptions being made</p> <p>The Committee considered paragraph 7.5 of the report on planning for permanence and assessment of sibling groups. The Committee agreed with the wording of this and felt it could be emphasised that siblings who are looked after should be placed together whenever possible although it was recognised that in some cases this will not be appropriate.</p> <p>In relation to ethnically matching children to families, it was explained that the service were not holding out for exact ethnic's matches for children needing adoption. They were considering how the adopted child will feel as they get older and so trying to broadly ethnically match as far as possible without causing delays that will have a detrimental impact on a child 's present emotional wellbeing.</p> <p>The Chair reflected that the security of the adoptive child is an essential consideration as this will impact on and how the child feels in a family they are placed with. However, the policy needs to be clear that getting a family for the child is important and therefore should be a dual consideration. The Committee accepted that the Children's service continues to endeavour to meet the child's needs and that adoptions continue to be dealt with on a case by case basis ensuring that consideration is given to keeping the child in care for as short a time as possible. This is accordance with care planning, placement and review regulations as set out in paragraph 5.4.</p> <p>In looking at the placement options, the Chair queried how long young people were likely to remain in residential placements given that this was not a long term preferred option for care. The Director for Children's services reiterated that children should have a secure, stable, and loving family to support them through childhood and beyond. Residential care was not a long term option but sometimes this option could suit a young person who has had too many bad experiences in a family environment. However, it was still important for the young person to have left residential care after one year and the Children's service would monitor cases to ensure that this happened.</p>	
<p>CPAC201</p>	<p>CHILDREN IN CARE SERVICE DEVELOPMENT</p> <p>The Committee considered the progress made by the Children in Care service in relation to service development. Significant improvements had been made following an implementation of a permanent staffing structure which had made good impact on in terms of the progression on casework, stability and building relationships with service users. A brief</p>	

**MINUTES OF THE CORPORATE PARENTING ADVISORY COMMITTEE
TUESDAY, 4 DECEMBER 2012**

	<p>description was provided of the teams which make up the Children in Care service, the services they are provide and the agencies that they work with. The Committee remarked on the good progress made by the teams with increasing the number of special guardianships and children returning home to families.</p>	
CPAC202	<p>TRANSITION AND LEAVING CARE</p> <p>The Committee noted that the Leaving in Care service were working with 327 young people who have left care, 70 of whom were former unaccompanied minors, 50 of whom were young parents. The Committee noted that work will begin on a pathway plan for a young person in care at 16 and continues until the young person has permanently left the care of the council. Reviews of the plan will take place every 6 months. There is currently a lot of endeavour to ensure that accommodation for the care leaver is suitable. Also, young people will be nominated to the Housing service for permanant placements once they reach the age of 18 and are living in the borough. The support needs of care leavers was discussed and how unaccompanied minors will face even more difficult options if their status in the country is unconfirmed. Also the gap in the provision for young people that have significant support needs but do not meet the thresholds for adult services was highlighted.</p> <p>The impact of the new welfare benefit reforms on care leavers was not widely understood by all local authorities as this had not yet been set out by central government. For example, they were not set as a vulnerable group and it was unknown whether payments for rents could still be made directly to the landlord for care leavers. The Head of Leaving Care would be meeting with Housing services to discuss further the benefit changes and the service will continue to work with young people on budgeting and give advice on the benefits that they can claim. The Leaving Care Team were also working with the local jobcentres to identify employment opportunities for care leavers.</p> <p>Members of the Committee also asked that care leavers are informed about the availability of their local ward councillor to speak to about issues such as help with finding employment or accessing benefits.</p> <p>Although, support to care leavers should stop at the age of 21, if the young person is not in education or training, some support continues as often young people will be unsure where to go in their local community to get support and will revert back to seeking help from the Leaving Care Service. This situation was challenging as support workers have increased case workloads. However, the service were trying to help young people become established in their local communities and seek support of local services. The Committee found it reassuring that these young people were not turned away by the service. Indeed, Edward Timpson MP had recently highlighted Haringey's Leaving Care Service as an example to follow. The Chair also illustrated the examples she had seen of the help the Leaving Care service provides care leavers that are going to university which was reassuring and demonstrated the practical</p>	

**MINUTES OF THE CORPORATE PARENTING ADVISORY COMMITTEE
TUESDAY, 4 DECEMBER 2012**

	<p>aspects of how the council undertakes its corporate parenting role.</p> <p>As discussed in the previous informal meeting, the views of Aspire and other representatives of children in care and care leavers would be sought on the care leaver's charter.</p>	
CPAC203	<p>CORPORATE PARENTING PERFORMANCE ASSESSMENT- PERFORMANCE FOR THE YEAR TO OCTOBER 2012</p> <p>The Committee considered performance information and trends for measures relating to looked after children. The Committee commented on the good progress made across all performance indicators since the last meeting in October.</p> <p>The number of children looked after was coming down and the aim was to get this figure in line with statistical neighbouring boroughs. To deliver this would mean investing in support to children and young people that were on the cusp of care. The Scrutiny Panel for Children and Young People were due to look at the savings profile for the service and would consider the strategy of brings down the numbers of children in care and re-investing the savings in early help to families.</p>	
CPAC204	<p>MISSING CHILDREN</p> <p>At the joint meeting between the Corporate Parenting Committee and Children's Safeguarding Committee, in October, Members had requested a report explaining the process and risk assessments in place for children in care taking unauthorised leave from their placements and going missing from care.</p> <p>The Committee commented that this was a very useful report which set out the various definitions of 'missing', actions for when children go missing, figures for missing episodes in the last calendar year and information about the research being undertaken to find out the factors for young people going missing from care.</p> <p>Clarification was sought on where evidence is sought to enable a social worker to complete a visit after the missing episode. In response, it was noted that there is a requirement to visit looked after children on a monthly basis and currently this performance stands at 99% of visits completed. The social worker will, as part of the visit, be aware of missing episodes and discuss and record the issues which would have triggered the missing episode. Members were further assured that there was a tight recording process in place for reporting children and young people missing from care and this information was also considered at a high level meeting between the Cabinet Member for Children and Director for Children's services on a weekly basis.</p>	
CPAC205	<p>EXCLUSION OF THE PRESS AND PUBLIC</p> <p>The press and public were excluded from the meeting for consideration of items 13,14 and 15 as they contained exempt information as defined</p>	

**MINUTES OF THE CORPORATE PARENTING ADVISORY COMMITTEE
TUESDAY, 4 DECEMBER 2012**

	in Section 100a of the local Government Act 1985):paras 1,2 and 3 : namely information relating to any individual , and information relating to financial or business affairs of any particular person(including the authority holding that information)	
CPAC206	MINUTES The exempt minutes of the 8 th October 2012 were agreed as a correct record of the meeting.	Clerk
CPAC207	PROGRESS REPORT FOLLOWING AN OFSTED INSPECTION OF A COUNCIL CHILDREN'S HOME The issues highlighted in the OFSTED inspection had all been addressed and Members were pleased with the speedy progress made.	
CPAC208	UPDATE ON REGULATION 33 AND 34 VISITS The Committee endorsed the proposed new format for regulation 33 visits as set out in section 4 of the enclosed report.	
CPAC209	ANY OTHER BUSINESS There were no items of urgent business.	

Cllr Ann Waters

Chair

Date of meeting	Action required	Status	Owner
11 Nov 10	Regular update on Foster Care Consortium joint working - information to be added to matters arising report for each meeting.	Verbal Update	WT
22 Sep	Feedback on the work of the Procurement specialist that will be recruited to work on behalf of the boroughs in the NLSA to look at category management of children services costs ,including benchmarking fostering and residential placement costs to inform future collective negotiations on price.	Tim Parlow in post and to provide a briefing – <i>to follow</i>	WT
04 Dec	Bi annual report from the Fostering service on their progress and activities would be available in January 2013 and this could be distributed to Members of the Committee in advance of the next meeting to keep them informed of progress.	<i>To be held over in light of current Fostering Service Review.</i>	WT
04 Dec	Sabina McGing was a new graduate trainee working in Children's Services and everyone felt that it would be useful for Sabina to look at the current barriers to communication and what can be done. A report on this could be considered at the next joint meeting between Aspire and Corporate Parenting Advisory Committee on 19 th February 2013.	Sabina has not been able to meet with the fostering team as it has recently been restructured and therefore starting the report has not been possible. It is proposed to add this report to the April meeting. <i>To be held over in light of current Fostering Service Review.</i>	SM
04 Dec	Corporate Parenting Committee agreed to look at the current position regarding support to care leavers and get a report back from the Leaving Care team on this issue.	<i>A brief update is provided in the Aspire update notes – a fuller report will be provided at a later meeting.</i>	CC/EC

This page is intentionally left blank

Corporate Parenting Agenda Planning 2012/13

Corporate Parenting meeting Date	Agenda Items	Lead Officer
29 April 2013 [Proposed new meeting date]	<ol style="list-style-type: none"> 1. Performance 2. Matters arising 3. IRO Annual report 4. Reg 33 Visits 5. Scrutiny Review update on Corporate Parenting 6. LAC Health Figures 7. Current barriers to communication(Report for the joint meeting with Aspire) 8. Family and Friends Policy 9. Invitation to Barnardos to talk about Miss u project 10. Bi Annual report on Fostering service 11. Support to care leavers not in education <p>Reports to Marion Wheeler 12th April</p> <p>Ayshe to publish on 19th April 2012</p>	Margaret Gallagher Rachel Oakley Rob Mack Chris Chalmers Sabina McGing Wendy Tomlinson Wendy Tomlinson Chris Chalmers
16 May 2013 7.30pm Council Chamber	<p>Joint meeting with Corporate Parenting</p> <ol style="list-style-type: none"> 1.Update on MST Programme <p>Agenda to be published on 09 May 2013</p> <p>Marion Wheeler to receive reports by 02 May 2013</p>	

--	--	--



Haringey Council

Report for:	Corporate Parenting Advisory Committee 19 February 2013	Item Number:	
--------------------	--	---------------------	--

Title:	Corporate Parenting Performance Assessment- Performance for the year to December 2012
---------------	--

Report Authorised by:	Marion Wheeler/ Eve Pelekanos
------------------------------	--------------------------------------

Lead Officer:	Margaret Gallagher
----------------------	---------------------------

Ward(s) affected: All	Report for Key/Non Key Decision: NA
---------------------------------	---

1. Introduction

This report sets out performance data and trends for an agreed set of measures relating to looked after children. Section 2 provides an overall assessment of performance in the service and performance highlights. Appendix 1 provides a series of tables and graphs for each of these measures, grouped by topic, showing monthly data, performance against target, long term trends and benchmarking where applicable. It also contains performance and service comments for each area to provide context.

2. Performance Highlights

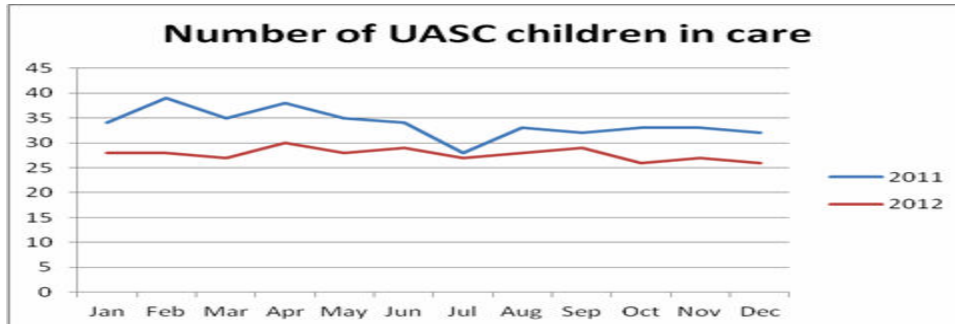
- The **number of children in care** is reducing steadily, down to 529 in December from 574 at the end of March 2012. The 529 includes 26 unaccompanied asylum seeking children. The trend in London suggests falling numbers but data published by the DfE recently shows an increase nationally of 2% compared to 2011. In Haringey comparing end of March 2012 with 2011, there has been a 6.1% reduction. Between March 2012 and December 2012 there has been a further reduction of 7.8%. The numbers and rate of children in care continue to be monitored to ensure that numbers are reduced appropriately and children remain safeguarded at home.
- The target for the end of March 2013 is 524 but as a consequence of the Legal Aid Sentencing and Punishment of Offender Act, the number of 17 year olds is likely to increase. A piece of work was undertaken by the Youth Offending Service which identified the increase of looked after children due to being subject to youth detention



Haringey Council

accommodation is likely to be about 39 per year based on previous year's figures – there are generally 5/6 at any one time. These are short episodes but have the potential to skew the looked after children numbers but these children are not subject to long term care planning.

- The graph below shows the number and trend of children in care who are unaccompanied asylum seekers over the last 2 years.



- Of the **children becoming looked after** in December 75% were **previously subject to a child protection plan** (6 out of 8). A larger proportion than last year were previously subject to a CP plan (44% (51 out of 115) in the year to date compared to 23% (59 out of 257) in 2011/12.
- The proportion of **children placed in Haringey** is 27% and 73% are **placed outside Haringey** as at December 2012. 401 (81%) are placed within 20 miles of Haringey and 97 outside of 20 miles. 53 of the 97 children are placed with agency carers. A map of where all our children are placed is attached at Appendix 3.
- 29.5% of looked after children are in LBH in-house foster carers. Foster care (in house) placements including those placed for adoption are showing a reducing trend (from 202 in April to 182 in December). An external reviewing Haringey Fostering Services is being commissioned to help us understand the trend and take appropriate action.
- As at December 2013 of all the looked after children excluding unaccompanied minors, 81.9% were in foster care, 16.1% were in residential care and 2% were either placed at home or missing from care.
- The percentage of up to date **children in care visits** continues to exceed the 95% target.
- 16 children were **missing from care** during the month of December, 5 remained missing at the end of the month including 4 whereabouts known. The 16 includes 5 who were missing for less than 24 hours. The next stage is bringing together feedback from interviews to inform practice with those young people who go missing.
- At the end of November 87% of children in care **cases** were **reviewed within required timescales**. The on-going issue with the FWi report has been resolved, the



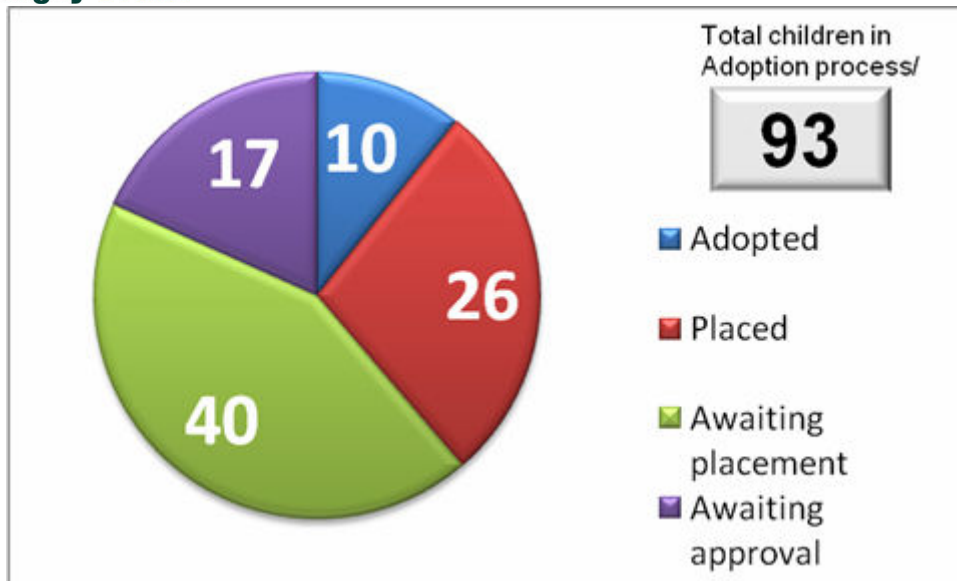
Haringey Council

provider have given us an updated version which has been put on the live system, tested and is now deemed fit for purpose. The target for children in care reviews is 92% for 2012/13.

- Indicators around **stability of placements** are in line with statistical neighbours. The proportion with 3 or more placements is down to 7% but the number of children with 2 placements appears to be increasing (96 as at December or 18.1%). 69% of **children under 16 who have been in care for 2.5 years have been in the same placement for at least 2 years** similar to statistical neighbour average and close to the 72% target.
- Performance on **care leavers in suitable accommodation** is below the target of 95% but monthly numbers are small and should be interpreted with care. 81% of the cohort in the year so far were in suitable accommodation but all young people in December's cohort were in suitable accommodation. In the 903 return (Children Looked After) 2011/12 92% of Haringey's care leavers were in suitable accommodation, higher than the England figure of 88% (2011/12).
- **Care leavers in education, training and employment (ETE)** is below target. The target set is very challenging especially when one considers the latest statistical neighbour average of 61% (2011/12). 64% of Haringey care leavers were in ETE in 2011/12 and 68% (28 out of 41) were in ETE this year. In December one young person who was in care with the Children with Disabilities team was not transferred to the Young Adults Service, he receives support from the learning disabilities team but has not made the transition to the young adult's team.
- There have been 10 **adoptions** in the year to December but only one in the last 4 months; the end of year target is 15 and we are on track to achieve this. There have been 24 **special guardianship orders (SGO)** against a target of 25 by end of year. The service estimates that we will achieve at least 40 SGO or adoption orders by the end of the financial year. This compares with 11 adoptions and 9 SGOs at this time last year, 14 adoptions and 13 SGOs in 2011/12. The 903 comparative data for 2011/12 showed that of the children who ceased to be looked after in the year 5% were adopted, this compares to 8% in London and 9% in our comparator authorities, the highest being Hackney at 17%. Of the 180 children that have ceased to be looked after this year 34 (19%) have moved on to a legally permanent placement of which 5.5% have been adopted.



Haringey Council



- There are 66 children with an **approved plan for adoption** as at the end of December, **26 of these have been placed for adoption**, 23 since April 2012. A further 17 children have unapproved plans which is indicative of the level of referrals ready for action. The children placed for adoption compares with 22 children placed in 2010/11 and 16 placed in 2011/12. Adoption placements have been identified for a further 12 children, 10 of whom are planned to be placed for adoption by the end of the financial year. Families are being explored for a further 9 children and all efforts are being made to achieve matches before the end of the financial year.
- Analysis based on the latest permanency tracking sheet illustrates that some improvements in terms of timeliness are in the pipeline especially for those placed more recently since the linking meetings have been introduced. The **average days from becoming looked after to being placed for adoption** is currently 711 days. The table below illustrates that for all children placed the days from taken into care to placed for adoption have reduced by over 100 days from 799 to 692¹ since the introduction of the linking meetings in August 2012. The table also shows that our decision making has been faster with a reduction in the days from a child becoming looked after to the ADM decision down from 464 to 303 for those children placed since August 2012. The table below illustrates progress since the introduction of the linking meetings:

¹ Please note these findings are based on children placed and therefore relatively small numbers (26 children of which 19 were placed after July 2012)



Haringey Council

CHILDREN CURRENTLY PLACED	Days from taken into care to date placed	Less than 21 months LAC to PfA	Days (LAC start to ADM decision)	Less than 12 months (BI to PfA)
Children placed before July 2012 (Pre Linking meetings)	799	60%	464	60%
Children placed after July 2012	692	47%	303	79%

- For those awaiting adoption and not placed there were 12 children with over 1,000 days and 6 **children that were placed at over 1000 days**. The reasons in connection with each child and any delays are available and detailed separately.
- In addition to the **10 adoption orders granted** to date, a further 7 applications have been submitted to the court and a further 7 sets of adopters are ready to submit applications once the 10 week period has elapsed. There are particular reasons for delay in applying for orders in 3 cases.
- Increasingly children are being referred for family finding at a much earlier stage, from a couple of months old, which gives us a head start on family finding. There is evidence of a much greater use of parallel planning.
- We now have a pool of approved adopters and a steady flow of families in assessment which will lead to speedier placements. **16 prospective adopters have been approved** to date and a further 7 are expected to be approved by the end of the financial year. This compares with 9 for 2011/12 and 5 for 2010/11 although is short of our target of 30.
- There are **18 children on referral for family finding** where there is no placement order as yet. Most of these children have only recently entered care proceedings, so this is to be expected. **15 children have matches identified** or recommended at panel recently. There are 10 children who are very likely to have their plans rescinded during January 2013.
- In addition work is being undertaken to restructure the adoption service and assign new roles and functions to staff dividing the teams into family finding social workers and assessment (of prospective adopters) social workers. It is planned to have one of the workers exclusively focusing on dealing with the front end processes e.g. dealing with all prospective adopter's enquiries, initial visits, information meetings and preparation groups, in conjunction with the North London Consortium. This work is designed to speed up processes, ensure greater efficiency and assist in achieving maximum applicant processing and meeting timescales.



Haringey Council

3. Appendices

- Appendix 1: Performance Analysis and Benchmarking
- Appendix 2: Quarter 3 Adoption Scorecard
- Appendix 3: Map of where our looked after children are placed

Performance Analysis and Benchmarking - Children Looked After

Contents

Looked After Children - Volumes and Activity	
OP389	Children in care including unaccompanied asylum seeking children
OP389a	The rate of Children in care per 10,000 pop
Op415	Children becoming looked after
Op416	Children ceasing to be looked after
OP457	Number of LAC who ceased to be looked after who had been looked after for less than a month
OP414	Percentage of Children becoming looked after previously subject to CP plan
OP458	Total No. days children have been in care (Excluding placed at home)
HY32	Percentage of children placed in Haringey Provision
Op382	Children in Care visits
Op417	Care Proceedings Initiated- (No. of children)
Op 419	Number of children missing/absconded from care at any point in the month
OP386	Children in care cases which were reviewed within required timescales
Looked After Children - Stability of Placements	
HY62	Stability of placements of looked after children: number of moves
Op63	Stability of placements of looked after children: length of placement
Care Leavers	
Op147	Care leavers in suitable accommodation
Op148	Care leavers in education, employment or training
Adoption and Special Guardianship Orders	
Op 418	Number of adoptions/special guardianship orders
Op 418a	Number of adoptions
Op 418b	Number of special guardianship orders
Op391	Timeliness of placements of looked after children for adoption following an agency decision that the child should be placed for adoption
HY483	Average days from becoming looked after to being placed for adoption for children adopted in period
Op486	Placed for adoption within 21 months of becoming looked after
	For further long term trend data, benchmarking, contextual data and performance against national thresholds, please refer to Appendix B, the Adoption Scorecard quarterly update. Please note that this is only updated quarterly.

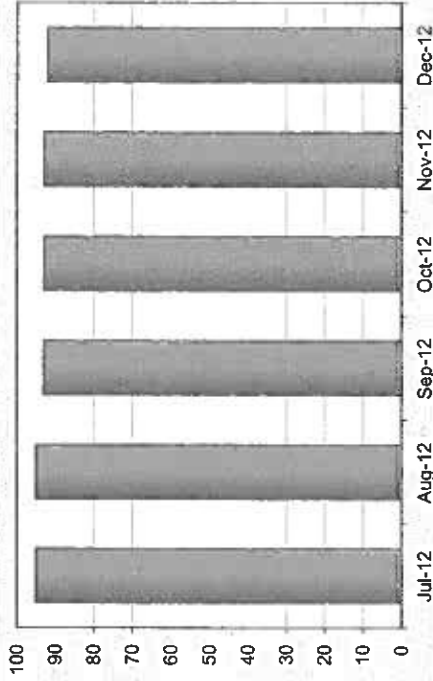
Where available, benchmarking is provided for England, London and/or Haringey's Statistical Neighbours. Haringey's Statistical Neighbours group is defined by Ofsted based on socio-demographic information relating specifically to Children's Services and comprises Croydon, Greenwich, Hackney, Hammersmith and Fulham, Islington, Lambeth, Lewisham, Southwark, Waltham Forest and Wandsworth. The averages provided for benchmarking in this report are simple means.

Looked After Children - Volumes and Activity

This section contains a series of measures which help to provide a picture of the current children in care cohort and the service provided to them, covering the following areas: the numbers of children in care (Op389, Op389a); the movement of children in and out of care and their circumstances (Op415, Op416, Op457, Op414); service activity (Op458, HY32, Op382, Op417, Op419, Op386).

OP389 Children in care including unaccompanied asylum seeking children
OP389a The rate of Children in care per 10,000 pop

Recent trend (last 6 months)	Key	Jul-12	Aug-12	Sep-12	Oct-12	Nov-12	Dec-12	Trend
Haringey Number of CiC		548	548	538	534	536	529	Green
Haringey Target		557	553	548	544	540	536	●
Haringey Rate per 10,000 pop		95	95	93	93	93	92	
Year end target								524

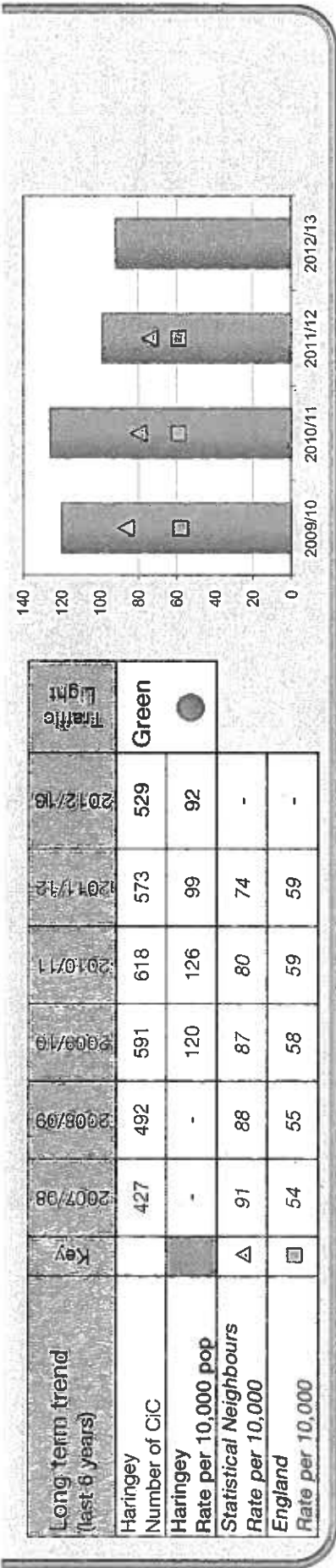


Performance Comment

- There were 529 children in care on the last day of December (503 excluding unaccompanied minors).
- This equates to a rate of 92 per 10,000 population, a significant reduction compared to this time last year (108).
- The rate remains higher than the statistical neighbour average (74 as at March 2012) and significantly higher than the England average (59). Please note that all rates for 2011/12 and from April 2012 have been revised in line with new population estimates for Mid-Year 2011 including adjustments to Statistical Neighbour and England rates.
- The average number of children in care in our statistical neighbours was 426 (31st March 2012).

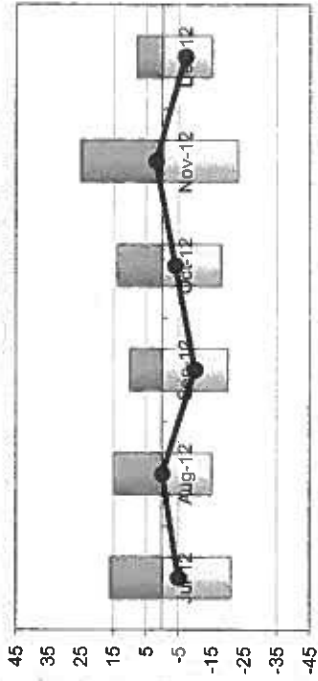
Service Comment

The CiC Service continues to work to ensure that children in care longer term have the opportunity to return to live with their birth families where possible, if circumstances have changed over time. In the last few months two care orders have been rescinded due to progress that young people have made with their families has led to them being able to return home. Several others are now subject to placement with parents agreements and therefore not in foster or residential care. Support packages are being used, (ie support for relatives with the acquisition of suitable accommodation, ongoing family support maybe with a supervision order) to ensure alternatives other than care orders as the outcome of care proceedings.



Op415 Children becoming looked after and Op416 Children ceasing to be looked after

Recent trend (last 6 months)	Key	Jul-12	Aug-12	Sep-12	Oct-12	Nov-12	Dec-12	Traffic Light
Haringey (becoming)		16	15	10	14	25	8	Data Only
Haringey (ceasing)		-21	-15	-20	-18	-23	-15	
Haringey Net Increase / Decrease	●	-5	0	-10	-4	2	-7	



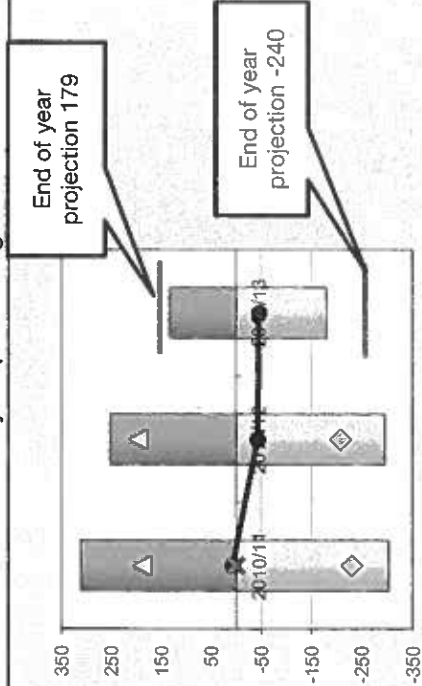
Performance Comment

- 8 children became looked after in December and 15 ceased to be looked after.
- 134 children have become looked after in the year to date and 180 have ceased to be looked after.
- The cohort has decreased by 46 children in the year to date.

Service Comment

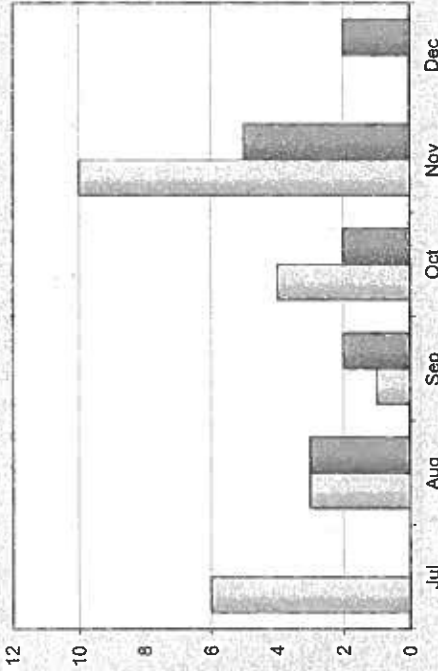
Options for securing permanence for children either through SGO or adoption or by successful return to family networks are a key part of the CIC workload. Managing entry to care is equally critical. Supporting staff to make effective use of early help and edge of care services

Long term trend (last 6 years)	Key	2007/08	2008/09	2009/10	2010/11	2011/12	2012/13	Traffic Light
Haringey (becoming)		-	-	-	311	253	134	Data Only
Haringey (ceasing)		-	-	-	-304	-296	-180	
Haringey Net Increase / Decrease	●	-	-	-	7	-43	-46	
Stat. Neighbours (becoming)	△	192	193	216	189	197	-	
Stat. Neighbours (ceasing)	◇	-212	-208	-219	-229	-207	-	
Statistical Neighbours Net Increase	✕	-20	-15	-3	-40	-10	-	



OP457 Number of looked after children who ceased to be looked after for less than a month

Recent trend (last 6 months)	Key	Jul-12	Aug-12	Sep-12	Oct-12	Nov-12	Dec-12	Traffic Light
Haringey		0	3	2	2	5	2	Data Only
Previous Year	Key	Jul-11	Aug-11	Sep-11	Oct-11	Nov-11	Dec-11	
Haringey (previous year)		6	3	1	4	10	0	



Performance Comment

- In the year to date, 22 children have been looked after for less than a month before ceasing to be looked after, compared to 56 for the same period last year.

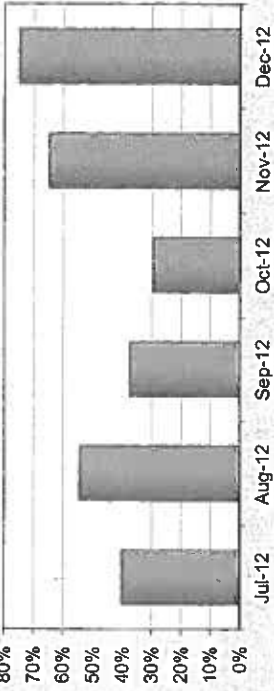
Service Comment

This downward trend in short term admissions results from greater emphasis on preventative measures including a balanced approach to managing risk and ensuring only those children whose safeguarding needs cannot be otherwise met enter into care.

There is currently no available benchmarking for this indicator. Strategy and Business Intelligence undertake regular environment scanning to ensure that benchmarking data is as complete and up to date as possible

OP414 Percentage of Children becoming looked after previously subject to Child Protection plan

Recent trend (last 6 months)	Key	Jul-12	Aug-12	Sep-12	Oct-12	Nov-12	Dec-12	Traffic Light
Haringey		40%	55%	38%	29%	65%	75%	Data Only



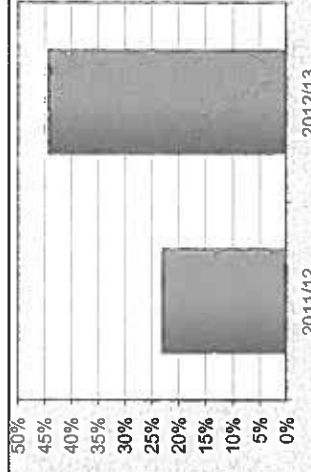
Performance Comment

-6 children who became looked after in December had previously been subject to a CP Plan

Service Comment

This demonstrates our longer term involvement with families where other solutions have been sought but, in these cases, clearly all additional efforts have not resolved issues and young people have had to be brought into care.

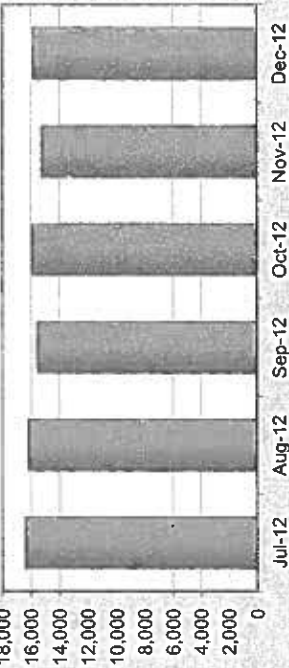
Long term trend (last 6 years)	Key	2007/08	2008/09	2009/10	2010/11	2011/12	2012/13	Traffic Light
Haringey		-	-	-	-	23%	44%	Data Only



There is currently no available benchmarking for this indicator. Strategy and Business Intelligence undertake regular environment scanning to ensure that benchmarking data is as complete and up to date as possible

OP458 Total No. days children have been in care (Excluding placed at home)

Recent trend (last 6 months)	Key	Jul-12	Aug-12	Sep-12	Oct-12	Nov-12	Dec-12	Traffic Light
Haringey	16,388	16,183	15,557	15,942	15,209	15,864	15,864	Data Only



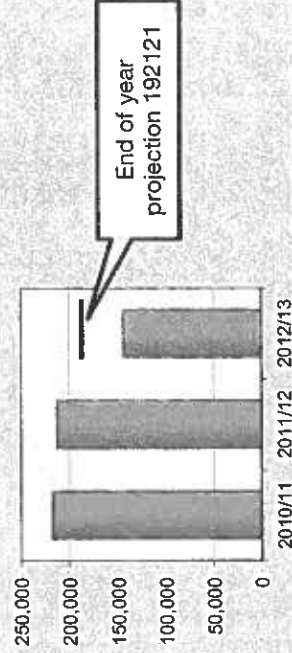
Performance Comment

- The total number of days in care in December was 15,864, higher than the previous month.
- The year to date figure of 144,091 is significantly lower than the same time last year (162,046).
- This measure is looked at alongside children who ceased to be looked after who had been looked after for less than a month where there is a decreasing trend.

Service Comment

Increasing use of special guardianship orders in addition to adoption orders supports the reduction in longer term time in care and increasing success in securing legal permanence for children who cannot return home.

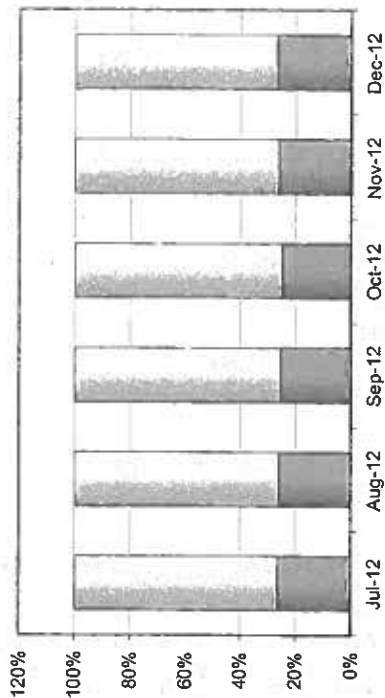
Long term trend (last 6 years)	Key	2007/08	2008/09	2009/10	2010/11	2011/12	2012/13	Traffic Light
Haringey	-	-	-	217,488	212,812	144,091	144,091	Data Only



There is currently no available benchmarking for this indicator. Strategy and Business intelligence undertake regular environment scanning to ensure that benchmarking data is as complete and up to date as possible

Op581a Percentage of looked after children placed in Haringey and Op581b Percentage of looked after children placed outside Haringey

Recent trend (last 6 months)	Key	Jul-12	Aug-12	Sep-12	Oct-12	Nov-12	Dec-12	Traffic Light
Placed in Haringey		26.5%	26.0%	25.6%	25.0%	26.3%	27.0%	Unknown
Placed outside Haringey		73.5%	74.0%	74.4%	75.0%	73.7%	73.0%	Unknown



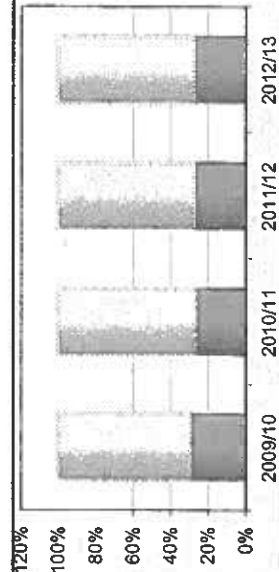
Performance Comment

81% of children in care are placed within 20 miles of Haringey. 97 children are placed more than 20 miles away. 53 of the 97 children are placed with agency carers.

Children in care placed more than 20 miles away	Key	2007/08	2008/09	2009/10	2010/11	2011/12	2012/13
Haringey 20 miles +		-	-	13.0%	12.0%	12.0%	19.0%
Statistical Neighbours		-	-	16.0%	16.0%	16.0%	-
London		-	-	18.0%	18.0%	18.0%	-

Service Comment

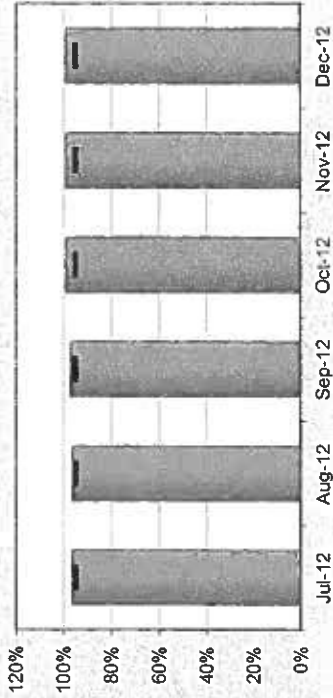
We continue to develop processes and relationships with providers to ensure that as many children as possible are placed as close to the borough as possible. Most children are placed in surrounding boroughs. We only place children more than 20 miles away where they have specific needs which are difficult to meet closer to the borough.



Long term trend (last 6 years)	Key	2007/08	2008/09	2009/10	2010/11	2011/12	2012/13	Traffic Light
Placed in Haringey		-	-	29.0%	26.0%	26.7%	27.0%	Unknown
Placed outside Haringey		-	-	71.0%	74.0%	73.3%	73.0%	Unknown

Op382 Children in Care visits (% of visits due which were completed within the 6 week timescale)

Recent trend (last 6 months)	Key	Jul-12	Aug-12	Sep-12	Oct-12	Nov-12	Dec-12	Traffic Light
Haringey		96.5%	96.3%	96.9%	99.1%	99.2%	99.2%	Green
Haringey Target	-	95%	95%	95%	95%	95%	95%	●



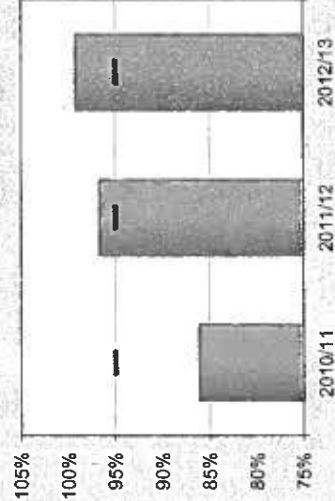
Performance Comment

- 99.2% of children in care visits are up to date, remaining well above the 95% target
- This is based on a 6 week timescale or for lower risk children a 2 or 3 monthly timescale where this has been agreed at a LAC review.

Service Comment

Huge efforts were made during December with the backdrop of the holiday period and illness on the part of staff and LAC children. We have embedded the principle of LAC visits being our core business and as they were upheld this month, with a fair number of practical difficulties to overcome, it does seem that this is now firmly in place.

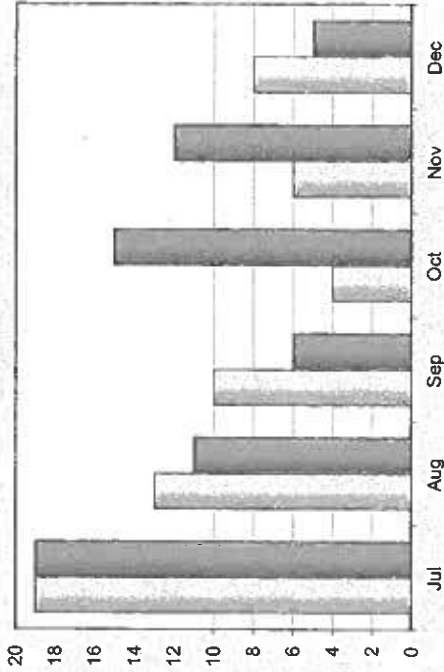
Long term trend (last 6 years)	Key	2007/08	2008/09	2009/10	2010/11	2011/12	2012/13	Traffic Light
Haringey		-	-	-	86.1%	96.7%	99.2%	Green
Haringey Target	-	-	-	-	95%	95%	95%	●



There is currently no available benchmarking for this indicator. Strategy and Business Intelligence undertake regular environment scanning to ensure that benchmarking data is as complete and up to date as possible

Op417 Care Proceedings Initiated- (No. of children)

Recent trend (last 6 months)	Key	Jul-12	Aug-12	Sep-12	Oct-12	Nov-12	Dec-12	Traffic Light
Haringey		19	11	6	15	12	5	Data Only
Haringey (previous year)		19	13	10	4	6	8	



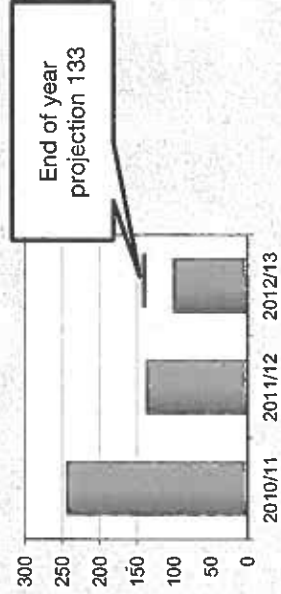
Performance Comment

- There were 5 children (4 families) where care proceedings were initiated in December and 100 (69 families) in the year to date.
- The year to date figure is lower than the 121 care proceedings initiated by this point last year.

Service Comment

A balanced approach to ensuring early help is available to families and that children are only safeguarded by use of care where there is no safe or effective alternative has allowed a downward trend in the numbers of new care applications being made during the year.

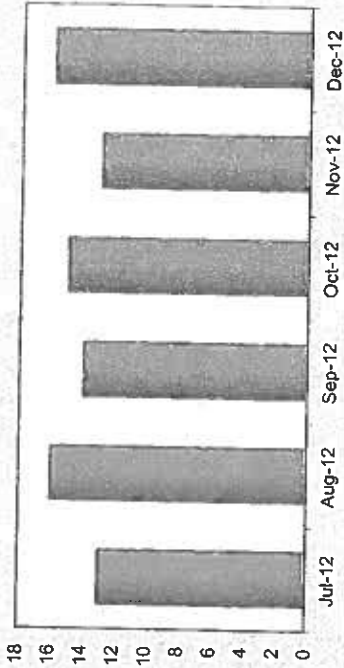
Long term trend (last 6 years)	Key	2007/08	2008/09	2009/10	2010/11	2011/12	2012/13	Traffic Light
Haringey		-	-	-	243	137	100	Data Only



There is currently no available benchmarking for this indicator. Strategy and Business Intelligence undertake regular environment scanning to ensure that benchmarking data is as complete and up to date as possible

Op 419 Number of children missing/absconded from care at any point in the month

Recent trend (last 6 months)	Key	Jul-12	Aug-12	Sep-12	Oct-12	Nov-12	Dec-12	Trend
Haringey	13	16	14	15	13	16	16	Data Only



Performance Comment

- 16 children were missing from care during the month of December. This includes 5 who were missing for less than 24 hours (absconded)
- 5 young people remained missing from their placements at the end of the month including 4 whose whereabouts are known.

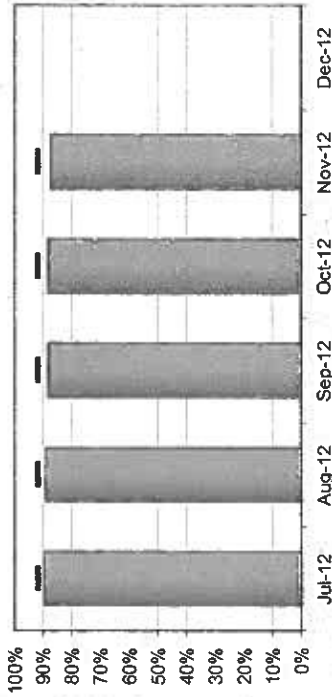
Service Comment

Independent return interviews are now firmly in place and young people are being recovered relatively swiftly if they go missing. We now need to bring together feedback from interviews to inform our practice with those young people who go missing. There is currently only one young person missing whose whereabouts is not known although he is in touch with the service by phone now.

There is currently no available benchmarking for this indicator. Strategy and Business Intelligence undertake regular environment scanning to ensure that benchmarking data is as complete and up to date as possible

OP386 Children in care cases which were reviewed within required timescales

Recent trend (last 6 months)	Key	Jul-12	Aug-12	Sep-12	Oct-12	Nov-12	Dec-12	Traffic Light
Haringey	-	89.7%	89.2%	88.1%	88.3%	87.4%		Amber
Haringey Target	-	92%	92%	92%	92%	92%		



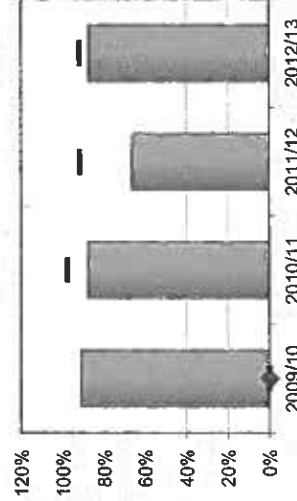
Performance Comment

-A new framework-l report has been tested and is now fit for purpose. The performance for the year has been calculated using the new report which provides a snapshot of children with reviews in time for each month. As expected, month on month performance shows a decline, as each late review counts for the remainder of the year.

Service Comment

With a diminishing overall number of children in care and being admitted to care the workload of the IRO team is gradually reducing. The service will continue its focus on timeliness but refresh its approach towards ensuring the quality of the LAC review meetings and the contribution they make to ensuring children in our care have successful outcomes.

Long term trend (last 6 years)	Key	2007/08	2008/09	2009/10	2010/11	2011/12	2012/13	Traffic Light
Haringey	-	-	-	91.1%	87.8%	66.5%	87.4%	Amber
Haringey Target	-	94%	-	-	98%	92%	92%	
London	◆	-	-	-	-	-	-	



Looked After Children - Stability of Placements

These measures relate to the stability of placements of looked after children. The first (HY62) is based on the number of placements each child has experienced. It gives the percentage of children who have had three or more placements during the last year. The second measure (Op63) is based on the length of placement; it gives the percentage of all children who have been in care for at least 2.5 years who have been in the same placement for at least 2 years.

HY62 Stability of placements of looked after children: number of moves

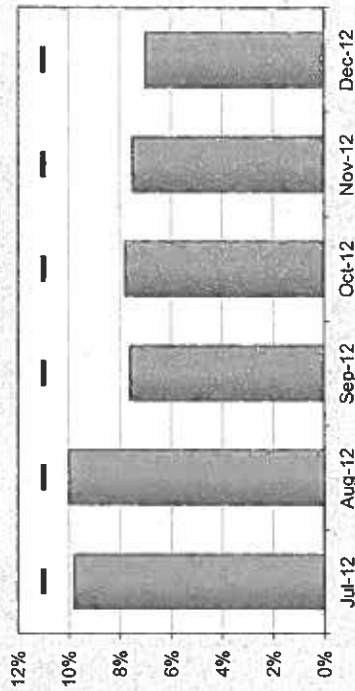
Recent trend (last 6 months)	Key	Jul-12	Aug-12	Sep-12	Oct-12	Nov-12	Dec-12	Trend
Haringey		9.8%	10.0%	7.6%	7.8%	7.5%	7.0%	Green
Haringey Target	—	11%	11%	11%	11%	11%	11%	

Performance Comment

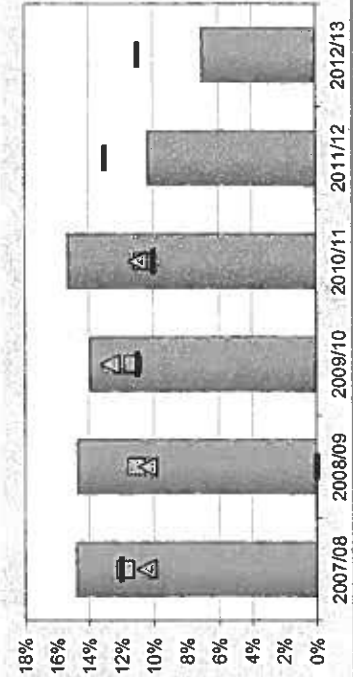
- 37 out of 529 (7%) looked after children have had 3 or more placements in the last year.
- This is within the target and lower than our statistical neighbours (10.3% for 2010/11).
- The number of children with two placements is also tracked and appears to be increasing (96 or 18.1% as at December).

Service Comment

Once again this relates to the careful monitoring of placements, good matching processes and stable staff group who are really getting to know their children in care. We are doing as well as, and in some cases better, than our statistical neighbours.



Long term trend (last 6 years)	Key	2007/08	2008/09	2009/10	2010/11	2011/12	2012/13	Trend
Haringey		14.8%	14.7%	13.9%	15.3%	10.3%	7.0%	Green
Haringey Target	—	12%	-	11%	10%	13%	11%	
Statistical Neighbours	△	10.5%	10.4%	12.7%	11.0%	11.0%	-	
London	◆	11.2%	11.1%	11.4%	12.0%	12.0%	-	
England	■	11.8%	11.1%	11.3%	10.7%	11.0%	-	



Op63 Stability of placements of looked after children: length of placement

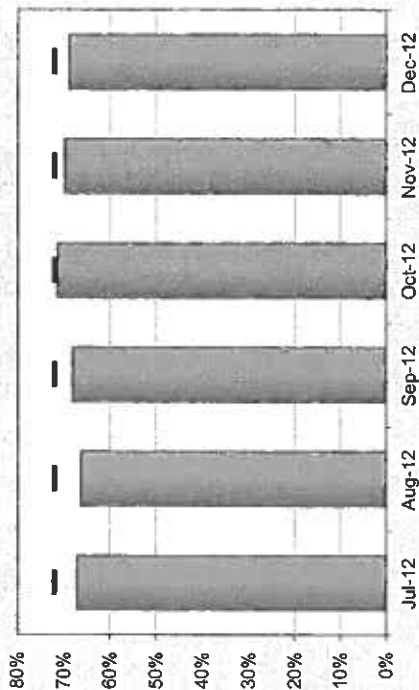
Recent trend (last 6 months)	Key	Jul-12	Aug-12	Sep-12	Oct-12	Nov-12	Dec-12	Traffic Light
Haringey		67.2%	66.3%	68.1%	71.4%	69.9%	68.9%	Amber
Haringey Target	-	72%	72%	72%	72%	72%	72%	

Performance Comment

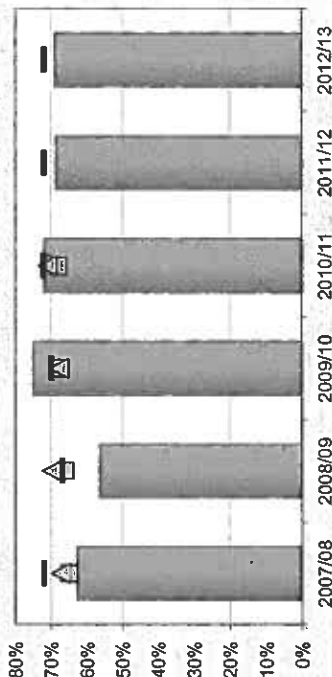
- 68.9% of children under 16 (133 out of 193 cohort) who have been in care for 2.5 years have been in the same placement for at least 2 years.
- There has been a steady decline since 2009/10 although the numbers in care for 2.5 years have been increasing (193 at November 2012 compared with 176 at December 2011).
- Performance is slightly lower than the target of 72% and similar to statistical neighbour average.

Service Comment

More work must go into permanence planning for long term foster placements. This is underway with a plan to incorporate matching overview on placements into the Resources Panel.



Long term trend (last 6 years)	Key	2007/08	2008/09	2009/10	2010/11	2011/12	2012/13	Traffic Light
Haringey		62.7%	56.3%	75.0%	72.0%	68.6%	68.9%	Amber
Haringey Target	-	72%	67%	70%	72%	72%	72%	
Statistical Neighbours	Δ	67.3%	70.0%	68.0%	71.0%	73.0%	-	
London	◆	66.8%	68.0%	66.6%	70.0%	72.0%	-	
England	□	65.0%	66.2%	67.4%	68.0%	68.0%	-	



Care Leavers

These measures are based on young people who turn 19 in the month; 65 young people are due to turn 19 in 2012/13. Monthly percentages for this indicator are therefore based on small numbers and should be interpreted with care. The status of the young people concerned needs to be in established within four months of leaving care otherwise they cannot be counted as in EET or in suitable accommodation. Accommodation is deemed suitable if it provides safe, secure and affordable provision for young people.

Op147 Care leavers in suitable accommodation

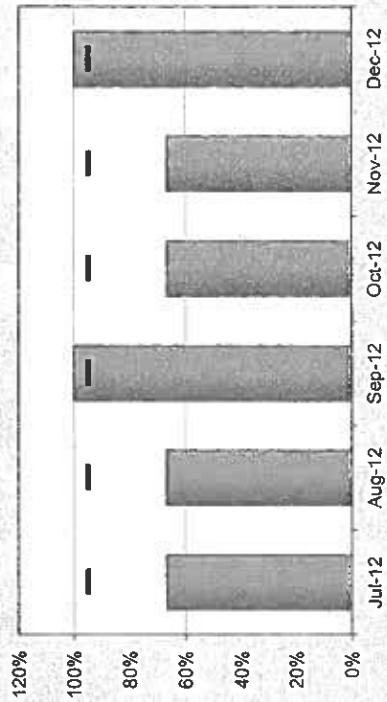
Recent trend (last 6 months)	Key	Jul-12	Aug-12	Sep-12	Oct-12	Nov-12	Dec-12	Traffic Light
Haringey		67%	67%	100%	67%	67%	100%	Green
Haringey Target	—	95%	95%	95%	95%	95%	95%	

Performance Comment

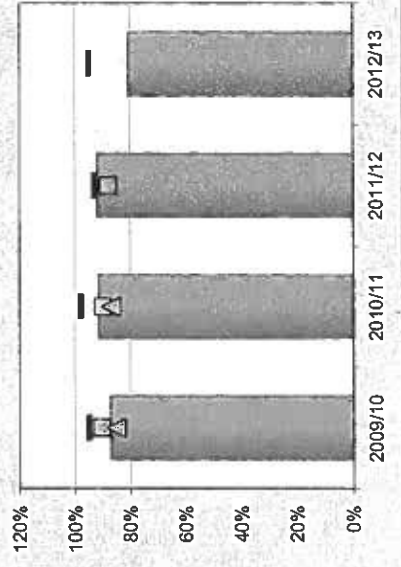
- 61% (33 out of 41) of care leavers for the year to date were in suitable accommodation.
- This is below the target of 95% and lower than the England figure (88% for 2011/12).
- All of the young people in December's cohort were in suitable accommodation.

Service Comment

All care leavers this month are in suitable accommodation.

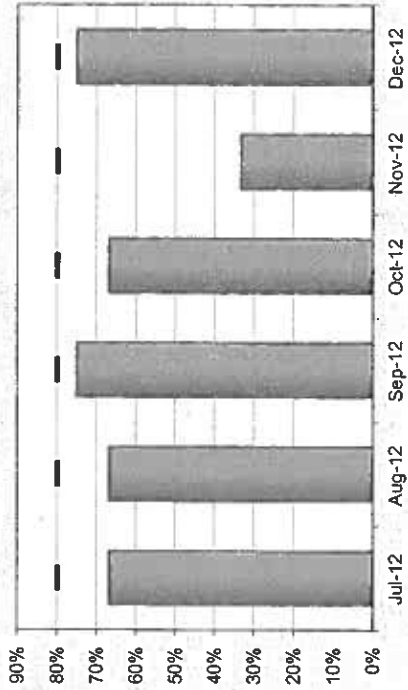


Long term trend (last 6 years)	Key	2007/08	2008/09	2009/10	2010/11	2011/12	2012/13	Traffic Light
Haringey		-	-	87%	92%	92%	81%	Red
Haringey Target	—	95%	95%	95%	98%	93%	95%	
Statistical Neighbours	△	92%	89%	85%	87%	91%	-	
London	◆	90%	88%	88%	90%	89%	-	
England	□	88%	90%	90%	90%	88%	-	



Op148 Care leavers in education, employment or training

Recent trend (last 6 months)	Key	Jul-12	Aug-12	Sep-12	Oct-12	Nov-12	Dec-12	Traffic Light
Haringey		67%	67%	75%	67%	33%	75%	Red
Haringey Target	-	80%	80%	80%	80%	80%	80%	●



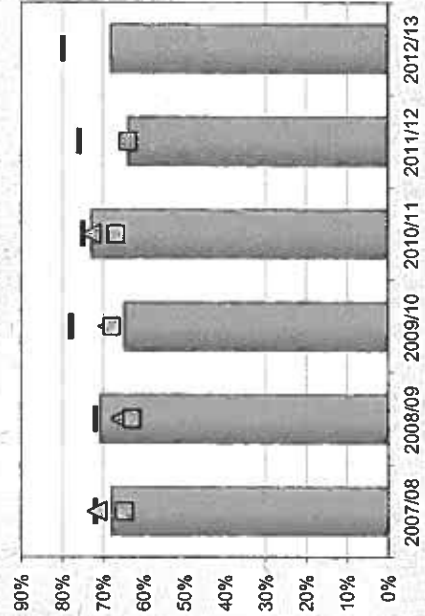
Performance Comment

- As at the end of December 28 out of 41 care leavers (68%) were in education, employment or training (EET) below the 80% target.
- This figure compares favourably with statistical neighbours and is above the C194England figure (64% for 2011/12).

Service Comment

One young person who was in care with the Children with Disabilities Team was not transferred to the Young Adults Service. He receives support from the Learning Disabilities Team but has not made a transition to the Young Adults Team. This young person is the second such example in a few months. More development work needs to take place regarding our service provision to those young people worked with in other teams.

Long term trend (last 6 years)	Key	2007/08	2008/09	2009/10	2010/11	2011/12	2012/13	Traffic Light
Haringey		68%	71%	65%	73%	64%	68%	Red
Haringey Target	-	72%	72%	78%	75%	76%	80%	●
Statistical Neighbours	△	72%	66%	69%	73%	61%	-	
London	◆	68%	65%	67%	68%	62%	-	
England	□	65%	63%	68%	67%	64%	-	



Adoption and Special Guardianship Orders

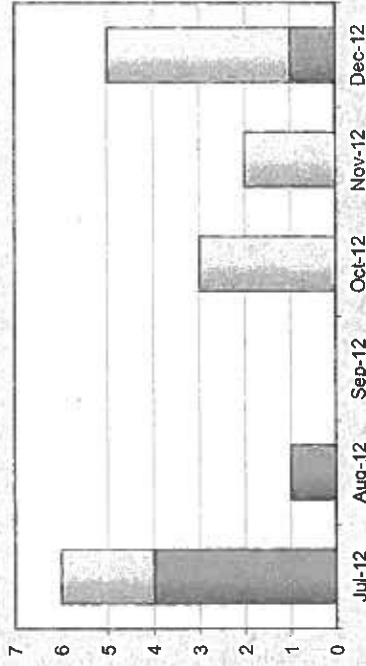
This section provides information on the volume of adoptions and special guardianship orders and the timeliness of placements of looked after children for adoption following an agency decision (% placed within 12 months). It also provides a monthly update on the three key adoption scorecard indicators A1, A2 and A3 relating to the timeliness of the adoption process. For further long term trend data, benchmarking, contextual data and performance against national adoption indicators, please refer to Appendix 2, the Adoption Scorecard quarterly update. Please note that this is only updated quarterly due to the relatively small number of children involved - more regular updates may be misleading as small variations can skew the outcomes.

Op 418 Number of adoptions/special guardianship orders
 Op 418a Number of adoptions
 Op 418b Number of special guardianship orders (SGOs)

Recent trend (last 6 months)	Key	Jul-12	Aug-12	Sep-12	Oct-12	Nov-12	Dec-12	Trend
Haringey (Adoptions and SGOs)		6	1	0	3	3	5	Data Only
Haringey- Adoptions		4	1	0	0	0	1	
Haringey- SGOs		2	0	0	3	2	4	

Performance Comment

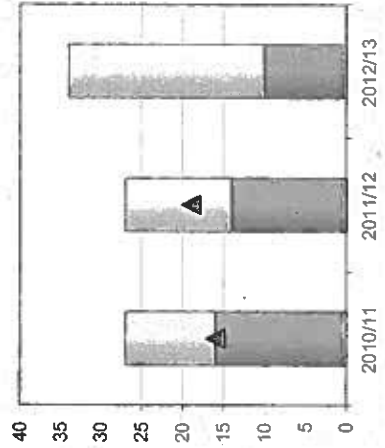
- There have been 10 adoptions in the year. The target set for adoptions is 15 and we are on track to meet this. This compares with 11 adoptions and 9 SGOs at this point last year.
- There have been 24 special guardianship orders in the year to date; more than there were in all 2011/12.
- The 903 comparative data for 2011/12 showed that of the children who ceased to be looked after in the year 5% were adopted, this compares to 8% in London and 9% in our comparator authorities, the highest being Hackney at 17%.



Service Comment

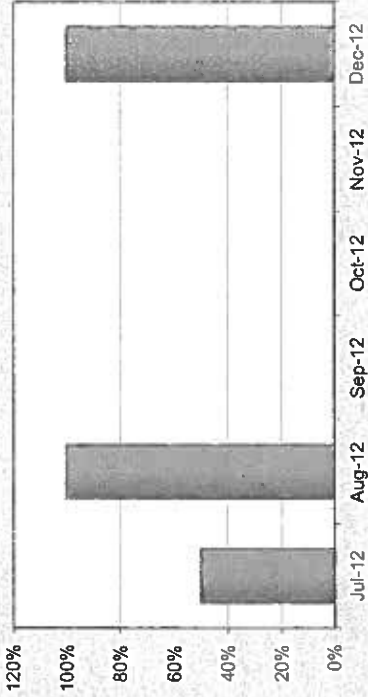
We still have a number of orders to come through before the end of the year. A further 7 applications have been submitted to the court and a further 7 sets of adopters are ready to submit their applications to court once the statutory 10 week period has elapsed. There are specific reasons for delay in submitting applications in 3 of the cases. Targeted work is undertaken to drive through the adoption orders, involving the IROs. There is a volume of adoption placements which are with adopters from voluntary and other local authority adoption agencies. This makes it more complex to control applications, as there is no involvement from the Haringey adoption service. This is what makes the role of the IROs crucial. 13 out of the 23 children placed since April were placed in the last quarter of the calendar year, which clearly impacts on the % of children adopted in the year.

Long term trend (last 6 years)	Key	2007/08	2008/09	2009/10	2010/11	2011/12	2012/13	Light
Haringey (Adoptions and SGOs)		-	-	-	27	27	34	Data Only
Haringey- Adoptions		-	-	-	16	14	10	Green
Haringey- SGOs		-	-	-	11	13	24	Data Only
Stat. Neighbours Ave (adoptions only)	▲	18	17	17	16	19	-	
Stat. Neighbours Ave. SGOs only)		-	-	13	13	14	-	



Op61 Timeliness of placements of looked after children for adoption following an agency decision that the child should be placed for adoption. Percentage of adopted children placed within 12 months.

Recent trend (last 6 months)	Key	Jul-12	Aug-12	Sep-12	Oct-12	Nov-12	Dec-12	Target
Haringey		50%	100%	-	-	-	100%	No Target set



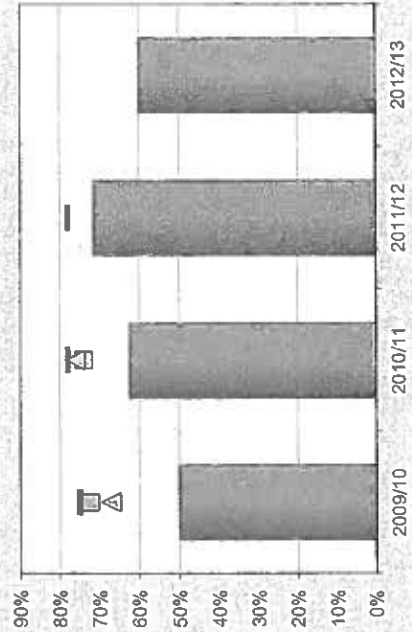
Performance Comment

-1 child was adopted in December

Service Comment

For children adopted to date only one child was placed in under the 639 target number of days. This refers to a historical situation in which there was insufficient focus on placing children for adoption, with attention being directed to front line services. The position is improving for children referred more recently and will continue to improve as a result of the improved focus on making timely placements and the improved systems and processes which have been developed.

Long term trend (last 6 years)	Key	2007/08	2008/09	2009/10	2010/11	2011/12	2012/13	Target
Haringey				50%	63%	71%	60%	No Target set
Haringey Target	—	72%		75%	78%	78%	-	
Statistical Neighbours	△	66%	79%	67%	76%	-	-	
London	◆	71%	77%	74%	-	-	-	
England	□	76%	75%	72%	74%	-	-	



HY483 Average days from becoming looked after to being placed for adoption for children adopted in period (Adoption Scorecard Indicator A1)*
 * This figure relates to adopted children only
 (it excludes children placed currently for adoption)

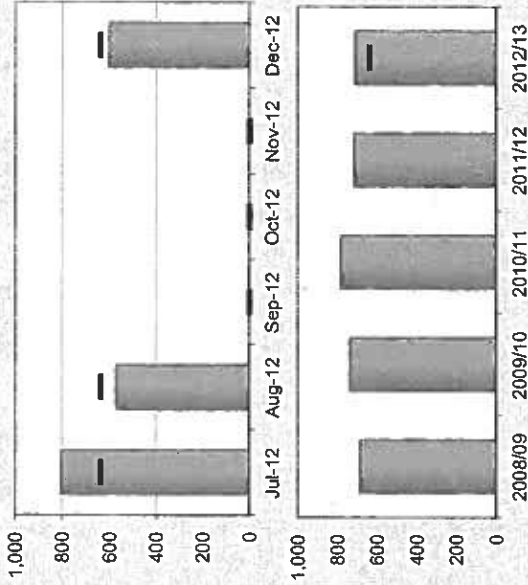
Recent trend	Key	Jul-12	Aug-12	Sep-12	Oct-12	Nov-12	Dec-12	Traffic Light
Haringey		805	571	N/A	N/A	N/A	600	Green
National Threshold	-	639	639	-	-	-	639	●

Performance Comment

-1 child was adopted in December.

Service Comment

Please see service comments in op61. The children placed this year include 6 who were placed over 1,000 days and 7 were placed over the target 639 days. Of the children who have placements identified, and who are going to be placed before the end of the financial year, 3 of these children have been looked after for over the 639 days. Whilst the service is placing children over the target number of days, there is not going to be a substantial reduction in the average number of days for at least six months going into the new financial year.



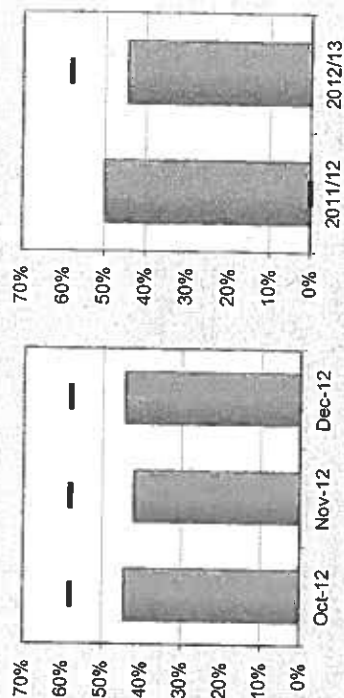
Long term trend	Key	2007/08	2008/09	2009/10	2010/11	2011/12	2012/13	Traffic Light
Haringey		-	686	736	784	715	711	Red
National Threshold	-	-	-	-	-	-	639	●

Three year average	2008-11	2009-12
Haringey	739	749
Statistical Neighbours	717	772
England	625	636

Op486 Placed for adoption within 21 months of becoming looked after (Adoption Scorecard Indicator A3)*

* This figure relates to adopted children and children placed for adoption. Figures shown are year to date figures as at the end of the month indicated.

Recent trend	Key	Jul-12	Aug-12	Sep-12	Oct-12	Nov-12	Dec-12	Traffic Light
Haringey		41%	45%	46%	44%	42%	44%	Red
Provisional Target	-	58%	58%	58%	58%	58%	58%	●



Performance Comment

-As at December 44% (16 out of 36) children were placed for adoption within 21 months of becoming looked after. This is below the provisional target (based on the national average)

Service Comment

This indicator is affected by the placement of children who have been in care over the 639 days, or 21 months, as described above. However the average number of days for children entering the care system more recently reduces to an average of 409 days.

Long term trend	Key	2007/08	2008/09	2009/10	2010/11	2011/12	2012/13	Traffic Light
Haringey		-	-	-	-	50%	44%	Red
Provisional Target	-	-	-	-	-	-	58%	●

Three year average	2008-11	2009-12
Haringey	41%	41%
Statistical Neighbours	54%	48%
England	60%	56%

Average time between a local authority receiving court authority to place a child and the local authority deciding on a match to an adoptive family (days)
(Adoption Scorecard Indicator A2)

Performance Comment

- The England 3 year average has increased from 171 (2008-11) to 195 (2009-12)
- Our statistical neighbours average (2008-11) is 132
- Haringey's 3 year average (2008-11) is 239 days reducing marginally to 238 days (2009-12).
- The national threshold for 2010-13 is 213 days, so based on 2009-12 levels Haringey is 25 days short of the threshold.
- Measuring progress on this indicator is reliant on CAFCASS releasing data at local authority level.

Three year average	2008-11	2009-12
Haringey	239	238
Statistical Neighbours	149	192
England	173	195

Service Comment

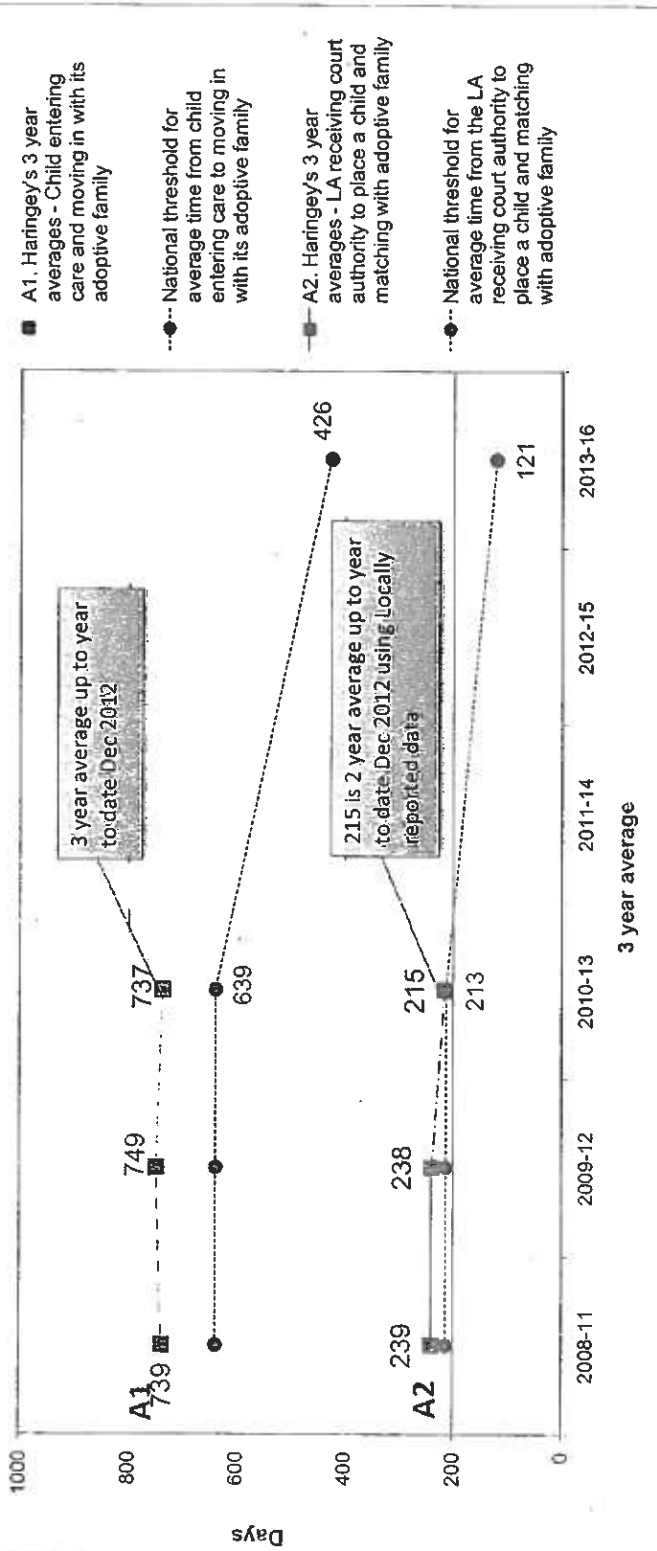
The introduction of the linking meetings has led to placements being identified for children at an earlier stage. This coupled with dedicated family finding workers will lead to further performance improvements. Preparations are being made to work more closely with Barnet Court in the tri borough project which is being launched in the spring. The prime intention of this project will be to reduce the length of care proceedings which, in turn, will impact positively on reducing the number of days children are in care. Court authority to place for adoption will be acquired far more speedily and family finding will therefore be more timely.

Haringey Adoption Scorecard 2012

Children	England		Haringey		Haringey					Quarterly update Notes
	2009-12	2009-10	2010/11	2011/12	Quarterly Update - YTD June 2012/13	Quarterly Update - YTD Sep 2012/13	Quarterly Update - YTD Dec 2012/13	Trend from 09-12		
A1	636	772	749	715	678	722	711	↑	Underlying figures are not currently published. Local reporting year to date Dec 2012 is 243 days, 187 days in 2011/12	
A2	195	192	238	***	-	-	-	Indicators to be agreed		
A3	56%**	48%**	32% (30)**	31% (5)*	41% (7/17)**	46% (11/24)**	44% (16/36)**	Indicators to be agreed		
<i>The time taken from registration of interest to decision of suitability to adopt (days)</i>										
<i>The time taken from receipt of application form to decision of suitability to adopt (days)</i>										
<i>The time taken from decision of suitability to adopt to matching with child (days)</i>										
Prospective Adopters (from 2011)										
A4/C1	12%	Average 51 (8%)	40 (5%)	5%	6%	8%	6%	10 out of 180		
A5/C6	7%		x	6 children			4 Children			
NEW A10	546	647			485	439	455	↑	New for 2012/13	
A6/C3	6%		20 (4%)	2%	3%	6%	4%	□	5 BME adoptions	
A7/C5	4%		x	0%	0%	0%	0.79%	□	1 child adopted aged 5+ out of 127 aged 5+ leaving care	
A8	53	59	59	***	***	***	***			
A9	5,750	40	40	36	10	60	66	↑	of which 26 are placed	
Section B										
B3				9	26	26	312		Local reporting	
D1			590	618	575	538	529	↑		
D2			120	126	117	93	92		Child population for 2012/13 revised in June 2012	
D3	7%		4%	4%	18%	12%	13%	↑	24 out of 180	
D4	16,960 (22%)	80	80	30	33	26	36	↑	10 Adoptions, 24 SGOs, 3 Residence orders	
D5			13%	14%	10%	8%	7%	↑		
D6			70%	70%	69%	68%	69%	↑		

x Data suppressed * Adopted children only ** adopted children and those placed fro adoption at end of period **** Data to be released by CAFCASS

Progress Against Adoption Scorecard Key Indicators



Notes for all indicators:

1. Percentages have been derived from unrounded numerator and denominator figures.
2. Percentages have been rounded to whole numbers but where the numerator was five or less or the denominator was 10 or less, they have been suppressed and replaced by a cross (x).
3. Numbers in the related information sector: of the scorecard are rounded to the nearest 5 children.
4. The average number of days have been derived from unrounded numerator and denominator figures and are presented rounded to the nearest day.
5. Symbols used:
 - x Figures not shown in order to protect confidentiality.
 - .. Not applicable, i.e. no children in the cohort.
 - Percentages less than 0.5% but greater than 0%
6. All figures exclude children looked after under an agreed series of short term placements.

Notes for individual indicators:

Indicator	Latest data	2010	2011	2012	Data included in average	When will the next data be available?	Where can I find the numerators and denominators for percentages?	Notes
Indicator A1	2012	2010	2011	2012	Average time between a child leaving care and moving to their adoptive family for children who have been adopted for 6 years	Data for 2013 will be available from Autumn 2013	http://www.education.gov.uk/rsgetaway/DB/SFR/9001084/index.shtml The number of children who were adopted can be found in table LAE1	1. This indicator includes all children adopted in the period 1 April 2009 to 31 March 2012 that were placed for adoption immediately prior to their adoption. 2. Time is calculated between a child starting to be looked after and their placement for adoption, i.e. the date they move with their adoptive family. Only children with valid data are included. 3. Figures are rounded to the nearest day.
Indicator A2	2012	2010	2011	2012	Average time between a local authority receiving court authority to place a child and the local authority deciding on a match for an adoptive family (day)	Data for 2013 will be available from Autumn 2013	Underlying figures are not currently published	1. This indicator includes all children adopted in the period 1 April 2009 to 31 March 2012 that were placed for adoption and on a placement order or freeing order immediately prior to their adoption. 2. Time is calculated between receiving court authority to adopt (granting of placement order/freeing order) and matching with adopters. A time of zero is assigned to children who were matched before court authority was received. 3. Figures are rounded to the nearest day.
Indicator A3	2012	2010	2011	2012	The number and percentage of children who wait less than 21 months between starting care and moving in with their adoptive family	Data for 2013 will be available from Autumn 2013	Underlying figures are not currently published	1. This indicator includes all children adopted in the period 1 April 2009 to 31 March 2012 that were placed for adoption immediately prior to their adoption and all children with a current adoption plan at 31 March 2012 (excluding those where the decision to adopt has been reversed). When adoption is the preferred option for permanence this is referred to as the adoption plan. 2. Time is calculated between a child starting to be looked after and their placement for adoption, i.e. the date they move in with their adoptive family. Only children with valid data are included. Children are flagged if they waited less than 21 months (measured at 639 days) between starting to be looked after and being placed for adoption or had not yet been looked after for 21 months at 31 March 2012. 3. The numerator is therefore all adopted children who were placed for adoption first who were placed less than 21 months after becoming looked after and all children looked after at 31 March 2012 with a current adoption decision who were placed less than 21 months after becoming looked after or who had not yet been looked after for 21 months. 4. The denominator is therefore all adopted children who were placed for adoption first and all looked after at 31 March with a current adoption decision.
Indicator A4	2012	2010	2011	2012	25 children from care number adopted and permanently leaving care will be aged 5 or 6	Data for 2013 will be available from Autumn 2013	http://www.education.gov.uk/rsgetaway/DB/SFR/9001084/index.shtml The number of children leaving care can be found in table LAE1 and the number of children who were adopted can be found in table LAE1	1. Only the last occasion on which a child ceased to be looked after in each year has been counted. A child who ceased to be in care in more than one year will be counted more than once. 2. This indicator compares the number of children who ceased to be looked after in the period 1 April 2009 to 31 March 2012 with the number of children who were adopted during that period.
Indicator A5	2012	2010	2011	2012	25% of percentage of children for whom the permanence decision has changed away from adoption	Data for 2013 will be available from Autumn 2013	Underlying figures are not currently published	1. The denominator includes all children with an ongoing adoption decision in the period 1 April 2009 to 31 March 2012. (The adoption decision date may be prior to 1 April 2009.) The numerator includes all children with an ongoing adoption decision in the period 1 April 2009 to 31 March 2012 for whom the decision was reversed in the period 1 April 2009 to 31 March 2012.
Indicator A10	2012	2010	2011	2012	Average time between a child starting care and moving in with the adoptive family for children who have been adopted for 6 years	Data for 2013 will be available from Autumn 2013	http://www.education.gov.uk/rsgetaway/DB/SFR/9001084/index.shtml	1. This indicator includes all children adopted in the period 1 April 2009 to 31 March 2012 that were placed for adoption immediately prior to their adoption.



Haringey Council

Report for:	Corporate Parenting Committee	Item Number:	
Title:	Adoption Performance Report.		
Report Authorised by:	Libby Blake		
Lead Officer:	Lesley Kettles		
Ward(s) affected:	Report for Key/Non Key Decisions:		
All			

1. Describe the issue under consideration

1.1 This report is submitted to the corporate Parenting Advisory Committee (CPAC) for information. The Committee and other Council Committees are not required to make formal decisions based on this report.

1.2 This report is to inform members of the progress made in the performance of the Adoption Service in placing children for adoption and special guardianship since the publication of the Adoption Scorecard and the Adoption Diagnostic Review in Summer 2012.

2 Cabinet Member introduction

2.2 There has been a rise in the number of Looked After children in need of permanent placements through Adoption or Special Guardianship in Haringey. The report will describe how there has been an increased focus on this work from government and the methods used by the Adoption Service and Children in Care Service to improve and monitor outcomes for Looked After Children.



Haringey Council

3 Recommendations

3.2 It is recommended that elected members consider the report and support the ongoing actions described.

4 Other options considered

N/A

5 Background information:

5.2 The Adoption and Permanence Service undertakes the following:

- Assess prospective Adopters for Looked After Children
- Find Approved Adopters and match them with Looked After Children, including preparation and introduction
- Assess prospective Special Guardians
- Offer support and guidance to Adopter and Special Guardians, according to statute and regulation.
- Assess Adopters and Special Guardians involved in private proceedings
- Refer prospective Adopters who want to undertake inter-country adoption.
- Offers a comprehensive post adoption and special guardianship support service.

5.3 In the last two years within Children's Social Care there has been an increasing focus on adoption at a national policy and ministerial level and an increasing pressure on local authorities to speed up the processes of placing children for adoption and minimising delays in all parts of the system. The damaging effect of delay on children's life chances was highlighted in two key documents;

5.3.1 "An Action Plan for Adoption: Tackling Delay" which was published by the Department of Education in December 2011 and,

5.3.2 "Right on Time: Exploring Delays in Adoption" published by Ofsted, in April 2012.

explored the adoption process and in particular have highlighted some of the key reasons for delays.

The most significant issues identified are:

- a) Repeat/late assessments of parents or family members.
- b) Over reliance on independent experts.
- c) Differing quality of application of parallel planning.
- d) Staff recruitment/retention difficulties.
- e) Inconsistent influence of Independent Reviewing Officers on timely adoption outcomes.
- f) Varying effectiveness of performance monitoring systems.

5.4 In September 2012 Planned regulatory changes resulted from the government's review which included removing the responsibility of the Adoption Panel to make



Haringey Council

recommendations on adoption plans; a radically redesigned 2 stage training and assessment process for prospective adopters with a timescale of 6 months from enquiry to approval. This consists of a 2 month information giving and initial preparation stage and a 4 month formal preparation and assessment stage; a requirement to place children within 21 months from coming into care; an “adoption passport” for adoption support services; the introduction of fostering for adoption to facilitate children being placed with the family who will go on to adopt them at the earliest possible stage and a 26 week limit on care proceedings.

5.5 In May 2012 the government published adoption scorecards which detailed local authority adoption performance. This revealed inconsistencies and variable performance throughout the country. Published data highlighted that the London Borough of Haringey was in the bottom quartile on a range of adoption performance indicators, principally the length of time to place children for adoption and length of adopter assessment process.

5.6 In June 2012, the London Borough of Haringey was subject to a Diagnostic Assessment which made a number of recommendations for improvement across all social work professionals involved in the adoption process. Also, additional support was commissioned to undertake a review to assess and identify improvements to be made to the adoption service and adoption processes.

6 Review of Adoption Service (2012):

The review had a focus on the following areas:

6.2 Reducing the time taken to identify an appropriate family for children with an adoption plan through more streamlined, effective and efficient processes. This involved a structured review of all the steps in both the adopter process and the child’s journey process.

6.3 Assessing what is the best structure and appropriate resourcing levels to ensure that the adoption service is fit for purpose, both in tackling the current high numbers of children referred for adoption and a longer term model where adoption numbers could stabilise.

A number of recommendations arose out of the review. As a result we have taken steps to improve every stage of the adoption process. These are:

- A review of roles and structures in the service.
- A plan to reorganise social workers into specific roles, such as family finding, assessment of prospective adopters and front end worker to process all enquiries.
- The development of workflow processes to speed up placement for adoption.
- Strengthened performance management.
- Strengthened scrutiny and profile of adoption at a senior level.



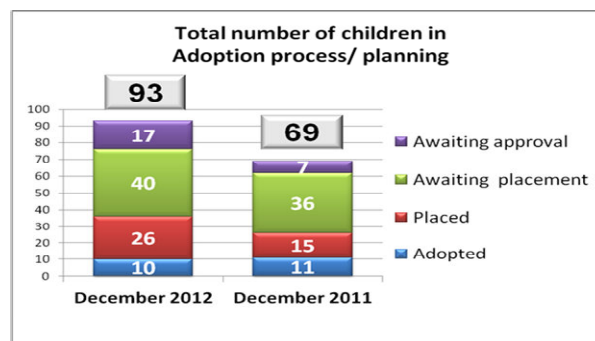
Haringey Council

In addition extra capacity was added to the service which consisted of a family finding social worker and 2 special guardianship workers. 15 adoption placements were identified for children; and 24 special guardianship orders have been achieved. The volume of special guardianship orders has more than doubled in this financial year to date.

7 Progress to date:

7.2 Total Number of children in Adoption process planning

The table below identifies the total number of children who are in the adoption planning process.



This compares favourably with 22 children placed in 2010/11 and 15 placed in 2011/12. This is a significant increase in activity outcomes.

Adoption placements have been identified for a further 12 children, 10 of whom are planned to be placed for adoption by the end of the financial year. Families are being explored for a further 9 children and all efforts are being made to achieve matches before the end of the financial year.

8 Recent Progress:



Haringey Council

Since July 2012 the service has taken steps to improve every stage of the adoption service. The table below details the progress which has been made in achieving more timely placements.

Children currently placed	Days from taken into care to date placed	Days (LAC start to ADM decision)	Less than 12 months (BI to PfA)
Children placed before July 2012 (Pre Linking meetings)	799	464	60%
Children placed after July 2012	692	303	79%

8.2 The Permanency Tracking meeting has been enhanced to include the monitoring of the number of days children have been in care and targets of placing children within 3 months of placement order. This is helping to drive more child centred timescales but the large volume of children who have in the system for some time does affect the capacity to place within the 21 month period. The new style Linking Meetings are leading to higher volumes of placements, and for children entering the system more recently this is leading to more timely placements.

8.3 10 children placed this financial year have been placed in under 21 months, or 639 days and all of those children are in the more recent cohort of referrals to the service.

8.4 4 children placed before April 2012 were placed in under 21 months. Placements however are also being identified for children who have been longer in care and this means that there is less overall improvement in timescales. It is anticipated that the average number of days will not show substantial improvement for a further six months as a result of this factor, but the overall trend line will track improvement.

8.5 13 children were placed over the 639 threshold, including 6 who were placed over 1000 days from entering care. This distorts the overall performance and this is likely to be the position as we continue to place children who have been in the system for some time.

8.6 Adoption Orders:



8.7 There is a target of 15 adoption orders for this financial year, of which 10 have been granted to date. A further 7 applications have been submitted to the courts, and a further 7 sets of adopters are ready to submit their applications once the statutory 10 week limit has been elapsed. There are specific reasons for delay in submitting applications in 3 cases.

A comparison between the in year performance and the 2009 – 2012 performance is detailed in the table below. This indicates improvement, particularly for children who were placed for adoption with their foster carers.

Indicator	Performance now	Comparison
Average no. of days per child from entering care to placed for adoption (A1)	711 days (for children adopted between April and December 2012)	749 days (for children adopted between 2009 and 2012)
Average no. of days per child from entering care to moving in with adoptive parents – adjusted for foster carer adoption (A10)	455 days (for children adopted between April and December 2012)	647 days (for children adopted between 2009 and 2012)
Number of adopters approved	26 adopters approved in 2012/ 13	9 adopters approved in 2011/ 12

4

8.8 There is scrutiny of this part of the process via the Permanency Tracking meetings and the Deputy Head of Service, Adoption, ensures that the independent reviewing officers discuss adoption applications at statutory reviews and thus help in driving adoptions forward. Furthermore a measure has been introduced to speed up the process by which the Rule 29 (Annex A) court report are completed by the relevant social workers and submitted to the court with the adoption application. These measures mean that we are on track to achieve the target number of adoptions.

8.9 Special Guardianship Orders:

There is a target of 25 special guardianship orders and 24 have been achieved to date. The target of 25 is likely to be achieved. This does not include children who are not Looked After. This more than double the orders achieved in 2011 – 2012.

8.10 Prospective Adopters:

26 prospective adopters are on track to be approved by the end of the financial year. This compares with 9 for 2011/12 and 5 for 2010/11 but is less than our target of 30 for this financial year. 3 preparation groups have been delivered to date, and a further group is planned to take place in late February. An average of 10 sets of prospective adopters have attended each group.



- 8.11 An audit of the adopter assessment process was undertaken as part of the Review. Although discernible improvements to timescales were evidenced, further improvements are needed to meet national targets. This is an area of intense management scrutiny and reports on progress of assessments are submitted to the Deputy Head of Service on a monthly basis. Team managers have performance targets in relation to staff in their teams meeting targets and timescales. To further assist in meeting targets the plan is to allocate applicants to a social worker for assessment prior to the preparation groups. In addition, the realignment of staff to specific roles and functions as referred to in below is being introduced.
- 8.12 There have been no disruptions of adoption placements.
- 8.13 No complaints have been received.

8.14 Systems Development:

Work has commenced on development of management information systems by the Operational Systems Support Team. This will enable management to better monitor the timescales on the adopter's journey, as well as the child's journey, which will enable the service to more easily measure performance on national indicators, targets and timescales. It will be possible to run reports from Framework-I on a regular basis and to take corrective action where non compliance is noted. This will be further supported by management scrutiny of social workers in terms of volumes of assessments, family finding and timescales. It is intended that this system will be live by the last week of February 2013.

8.15 Restructuring of Adoption Service:

Work is being undertaken to assign roles and functions. This means specific workers undertaking family finding and others prospective adopter assessments to achieve maximum efficiency. There is scope for all workers to undertake the entire range of duties as volumes of incoming work demands. In addition we plan to have one of the social workers exclusively focusing on dealing with the front end processes, e.g. enquiries, initial visits, information meetings and preparation groups, in conjunction with the North London consortium. It is intended that the new structure will be in place at the beginning of March 2013.

9 Comments of the Chief Finance Officer and financial implications

- 9.2 Placing children for adoption reduces expenditure on children's placements and is an important activity in achieving savings going forward.
- 9.3 The costs of the adoption team and adoption support are contained within the base budget.



Haringey Council

9.4 For 2012/13 the Adoption Improvement Grant has added a further £70k to the resources available. The grant has been fully committed to diagnostic work, system redesign, and the development of social worker capability and cannot be carried forward into 2013/14.

10 Head of Legal Services and legal implications

10.2 The Government has introduced and published the adoption scorecard for each authority to address the problems of delays in the adoption system and to improve performance. The Government has indicated that given the vulnerability of these children and the current levels of under performance in adoption, it will intervene where necessary to ensure local authorities are providing adequate services to children in need of adoption. In determining whether it is necessary to intervene, the Government advised that it will consider a range of information and not only the adoption scorecards. (*Paragraph 105 An Action Plan for Adoption*).

10.3 The Secretary of State has wide ranging powers to intervene where local authorities are failing to discharge functions relating to children services to an adequate standard (Section 50 Children Act 2004). The Government has advised that where performance remains poor and evidence suggest that the authority will be unable to improve its performance sufficiently, it will exercise its powers of intervention by, for example, issuing direction that the authority outsource all or part of its adoption service to another high performing local authority or a voluntary adoption agency with a strong record.

10.4 Underlying the adoption figures is the court process through which the orders are sought to bring about stability and permanency for looked after children. There are detailed rules and procedures that must be followed to obtain the orders. The local authority may only place a child for adoption if either each parent or guardian consents or a court has made a placement order authorising a local authority to place the child for adoption.

10.5 In care proceedings, where the care plan approved by the authority's decision maker is that the child should be placed for adoption, the local authority would usually apply for a placement order. This is in addition to the care order sought for the child. When the court makes the placement order, parental responsibility for the child is given to the local authority and to the prospective adopters (while the child is placed with them).

10.6 When the child has been placed by the local authority, the prospective adopter can make an application to the court for an adoption order once the child has had their home with them for at least ten weeks. The adoption order gives the adopters parental responsibility for the child and brings to an end the parental responsibility which any person had for the child immediately before the making of the order.



Haringey Council

11 Equalities and Community Cohesion Comments

N/A

12 Head of Procurement Comments

N/A

13 Policy Implication

The borough has developed a permanency policy which supports this work.

14 Use of Appendices

Appendix 1: Summary from Tracking Sheet [EXEMPT]

Appendix 2: Adoption Service Improvement Plan [Updated Jan 2013]

Appendix 3: Haringey's Adoption Service Power Point Presentation

15 Local Government (Access to Information) Act 1985

Wendy Tomlinson
Head of Service
Commissioning and Placements

Lesley Kettles
Deputy Head of Service – Adoption Commissioning and Placements

This page is intentionally left blank

Adoption Service Improvement Plan Updated Jan 2013

Actions	Why	Who	When	Progress
1. Develop, deploy and monitor the recruitment strategy.	To Increase the number of adopters recruited in the year, the diversity of pool of adopters with a target of 30 new adopters to be recruited in the year.	Lesley Kettles Deputy Head of Service- Adoption	Ongoing throughout the year.	The recruitment strategy is in place. Updated Sept 2012 Review of strategy to take place 31/01/13. 2013 – 2014 strategy to be developed 31/01/13.
1. Improve initial screening processes.	To speed up process for prospective adopters from initial enquiry to approval.	Lesley Kettles	Achieved June, 2012.	Increase in numbers of applicants going through to assessment stage by 50%. Integrated into practice.
1. Introduce monthly monitoring meetings with Marketing and Recruitment Officer.	To review effectiveness of specific marketing techniques.	Lesley Kettles and Laura Cooper.	Ongoing throughout the year.	Effectiveness of specific recruitment initiatives evaluated. Monthly meetings with marketing officer in place. 11 monitoring meetings taken place.
1. Alternate information meetings between Wednesday evening and Saturday morning.	To offer members of the public choice of days and time to fit in with their availability.	Lesley Kettles	Commenced July, 2012.	3 Saturday sessions have been delivered. 12 enquirers attended the 3 sessions. 7 have subsequently submitted applications. Alternate evening and Saturday sessions planned and scheduled for 2013/14.

- 1- Performance 6- Staff performance (training & development) 7- User participation 8- Regulation and Inspection.
- Adopter recruitment 2- Family finding 3- Support 4- Special Guardianship 5- Service

Adoption Service Improvement Plan Updated Jan 2013

Actions	Why	Who	When	Progress
1. Offer 4 preparation groups a year to prevent applicants from experiencing delay in commencing the adoption assessment.	To assist in ensuring that assessments are completed in timescales.	Adoption and Permanency Staff.	Commenced April, 2012.	4 preparation groups delivered. Working with Consortium partners to implement 2 stage adopter process by July 2013.
1. Manage the assessment process to ensure completion within 8 months of receipt of expression of interest.	To meet current statutory timescales and speed up the adoption process.	Lesley Kettles, Shirley Campbell-Williams and Liselle Harold	Review March but prepare to amend as per regulations in early summer 2013.	Timely assessments increased pool of in-house adopters. In house adopter pool has increased from 9 in 2011/12 to 26 in 2012/13. Implementation of staff reorganisation to include a front end social worker and 3 prospective adopter assessments.
2. Implement fortnightly linking meetings to facilitate potential matches prior to placement order and to effect placements as soon as placement order is achieved.	Target of 30 children to be placed for adoption.	Management Team LK, SCW and LH	March 2013	In progress since July 2012 and are ongoing. 23 children placed in the financial year to date and another 10 expected to be placed by end of March. The target of 30 is expected to be exceeded. 11 children placed to date were placed in under 21 months.

- 1- Performance 6- Staff performance (training & development) 2- Family finding 3- Support 4- Special Guardianship 5- Service
 Adopter recruitment 7- User participation 8- Regulation and Inspection.

Adoption Service Improvement Plan Updated Jan 2013

Actions	Why	Who	When	Progress
<p>2. New monthly permanency tracking meetings to report on and monitor performance in placing children.</p> <p>2. Employ specialist family finding social worker to move a volume of 15 groups of children into adoption placements. Worker to be recruited for a six month period from 1st July.</p>	<p>Target of 15 adoption orders 2012 – 2013</p> <p>Target of 30 children placed.</p>	<p>Lesley Kettles AND Head of Children in Care Chris Chalmers.</p> <p>Lesley Kettles</p>	<p>Monthly</p>	<p>Monthly tracking meetings in place. Reorganisation of adoption staff to focus on family finding to be completed by end of February 2013.</p> <p>11 children placed in under 21 months to date.</p> <p>On target to achieve 33 children placed. 11 adoption orders achieved to date. Targeted work to achieve 15 by end of financial year.</p>
<p>6. Dedicate team members to be ready to lead on prospective adopter assessments</p>	<p>To increase volume and timeliness of assessment process.</p>	<p>LK, SCW and LH</p>	<p>Mid February 2013</p>	<p>This is to be implemented mid February.</p>

- 1- Performance 6- Staff performance (training & development) 7- User participation 8- Regulation and Inspection.
- Adopter recruitment 2- Family finding 3- Support 4- Special Guardianship 5- Service

Adoption Service Improvement Plan Updated Jan 2013

Actions	Why	Who	When	Progress
2. Introduce individual targets for placements of each specific child on referral	To improve timeliness of placement for adoption.	LK and AW	To begin January 2013	Process commenced. Targets identified.
6. Improvement Plan disseminated to all staff and team day arranged to achieve ownership.	Implementation of service and employee performance management systems.	Lesley Kettles	April, 2012.	Completed. To be repeated March 2013
6. Individual staff member performance plans with targets to be introduced and to cascade from the improvement plan.	To meet service and national targets and indicators.	Management Team.	April, 2012	Completed. To be repeated March 2013
6. Work flow processes and management information systems to be developed and implemented.	To monitor performance and take corrective action where non compliance is noted.	LK, DS, VS and WT	22 nd February, 2013.	Work flow processes operational. Full implementation date, 22 nd February.
6. Twice yearly formal performance reviews to be implemented.	As per council guidelines	Lesley Kettles, SCW and LH	Due for review March 2013	Appraisals to be completed by March, 2013.

- 1- Performance 6- Staff performance (training & development) 7- User participation 8- Regulation and Inspection.
- Adopter recruitment 2- Family finding 3- Support 4- Special Guardianship 5- Service

Adoption Service Improvement Plan Updated Jan 2013

Actions	Why	Who	When	Progress
5. Undertake twice yearly formal file audits. June and January of each year.	Performance management.	Head of Service Wendy Tomlinson Team managers	February 2013	Implementation date February. These will take place in October and June of each financial year. Head of QA and Head of Service to agree format proposal by February 2013
6. Implement file audits as part of the supervision process.	Ensure that case records are up to date, and all relevant documents uploaded. To ensure management scrutiny and direction of cases.	LK, SCW and LH	February 2013	DHOS to undertake audit in February. Oversight of every case at least once a month.
4. Special Guardianship Policy implementation.	To give guidance to children's services staff on special guardianship cases.	Lesley Kettles, SCW and WT	Special Guardianship Policy has been completed.	Target date of March for implementation.
3. Support and training of special guardians packages to be implemented.	To offer appropriate support to special guardians and prevent possible disruptions of placements.	Fostering L&D manager Adoption and Special Guardianship Support Social Worker.	September 2012	Training programme circulated to special guardians. Support packages delivered by support social workers. Evaluation to take place in March.

- 1- Performance 6- Staff performance (training & development) 7- User participation 8- Regulation and Inspection.
- Adopter recruitment 2- Family finding 3- Support 4- Special Guardianship 5- Service

Adoption Service Improvement Plan Updated Jan 2013

Actions	Why	Who	When	Progress
<p>2.Permanency tracking meetings to identify children for whom Special Guardianship is the plan and ensure matters are progressed</p>	<p>Increase volume of children subject to special guardianship. Target of 20 special guardianship orders 2012 - 2013</p>	<p>AW and LK</p>	<p>Commenced.</p>	<p>23 orders to date.</p>
<p>2.Liaison with Placements Team. Meeting every 8 weeks. Fostering DHoS</p>	<p>To progress family finding for children whose plan is long term fostering.</p>	<p>LK, JD and RP.</p>	<p>Starting February 2013</p>	<p>First meeting to be arranged end February 2013.</p>
<p>5.Identify Service Improvement Partner.</p>	<p>To assist in moving from satisfactory to good or outstanding in inspection.</p>	<p>Lesley Kettles</p>		<p>Wandsworth, Ealing and Essex have all been approached re specific parts of their services which are outstanding.</p>
<p>8.Implement legislative and regulatory changes in the Adoption Service.</p>	<p>In line with changes summer 2013</p>	<p>Management Team</p>	<p>July 2013</p>	<p>Service is on track to meet regulatory changes. Working with NL consortium to implement 2 stage adopter process. Revised all information meeting, preparation group materials and assessment format to introduce fostering for adoption.</p>
<p>3.Ensure all approved adopters have access to North London Consortium training courses and modules appropriate to their stage in the process.</p>	<p>To strengthen adoption placements and to minimise disruptions.</p>	<p>Lesley Kettles, Marlene Joseph and Peter Stevens</p>	<p>September 2012</p>	<p>In place.</p>

- 1- Performance 6- Staff performance (training & development) 7- User participation 8- Regulation and Inspection.
- Adopter recruitment 2- Family finding 3- Support 4- Special Guardianship 5- Service

Adoption Service Improvement Plan Updated Jan 2013

Actions	Why	Who	When	Progress
7.Develop children's service staff practice workshop programme for the year and ensure implementation.	Improve practice	LK	On going.	2 workshops have been delivered, Race and Culture training day to be delivered late February and sibling assessment in March.
7.Annual review of complaints.	To ascertain emerging issues and to make changes to service delivery.	Lesley Kettles	March 2013	Review to be completed March, 2013, and action plan to be devised.
7.Increase the range of user feedback forms for prospective adopters	To increase user participation and involvement in service development	Head of Service Management team and LK	April 2013	Range of user forms increased and distribution to commence in April 2013. Evaluation of responses on a twice yearly basis.
7.Implement twice yearly focus groups with adopters	To increase user participation and service user involvement in service design.	LK.	March 2013	On track to achieve.
5.Develop proposal for Strategic Improvement working party which is multi agency and including Peer challenge element	Service improvement and making the journey from satisfactory to good/outstanding.	Lesley Kettles	Ongoing	Group established and has met 4 times
Training Programme and staff Training and Development Plans.	Staff Performance Management	Management Team	April and October.	Training needs defined and training plan developed accordingly. 2 reviews of training needs have taken place this year (2012)

- 1- Performance 6- Staff performance (training & development) 7- User participation 8- Regulation and Inspection.
- Adopter recruitment 2- Family finding 3- Support 4- Special Guardianship 5- Service

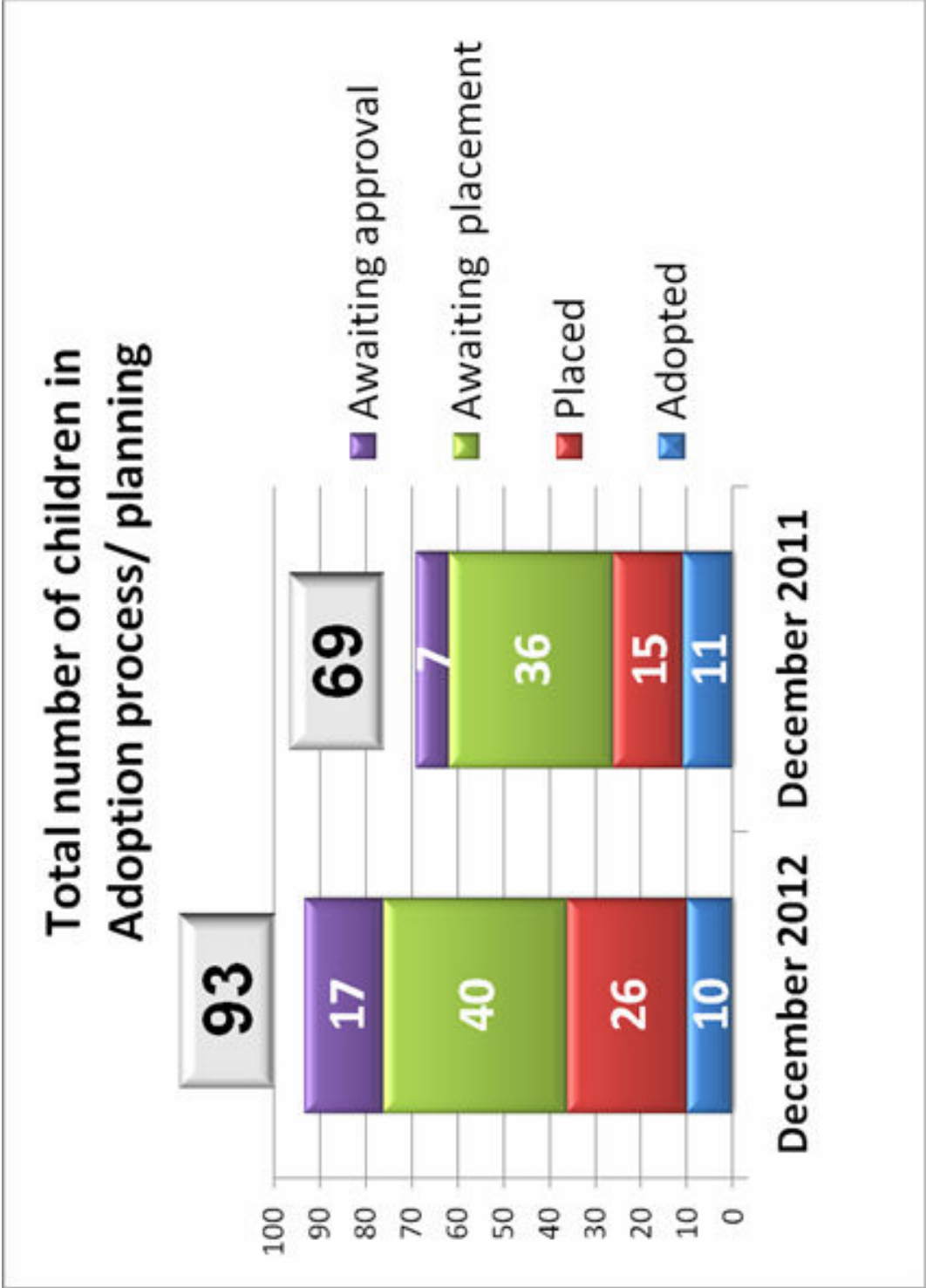
This page is intentionally left blank

Haringey's Adoption Service

29 January 2013

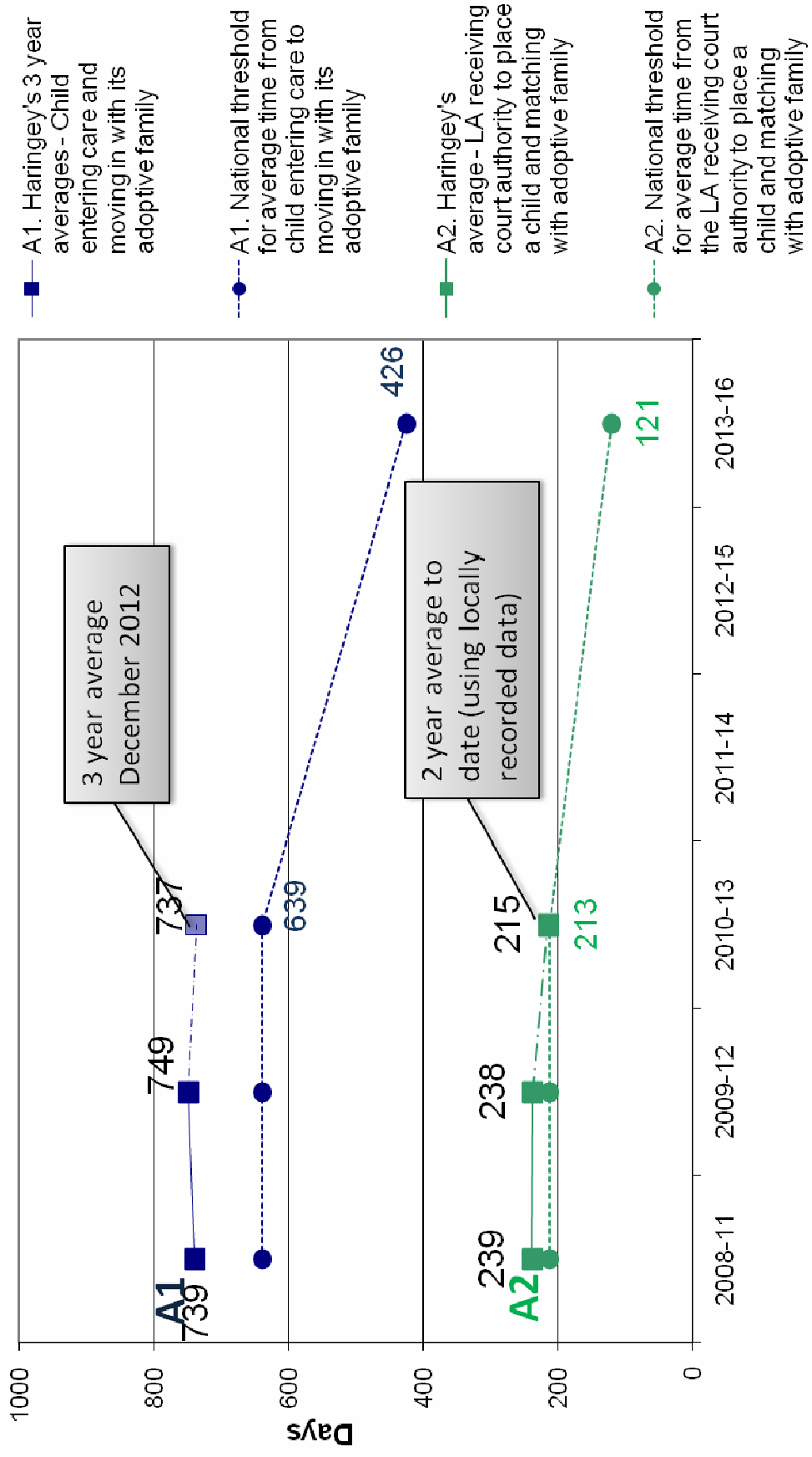


Where are we now?



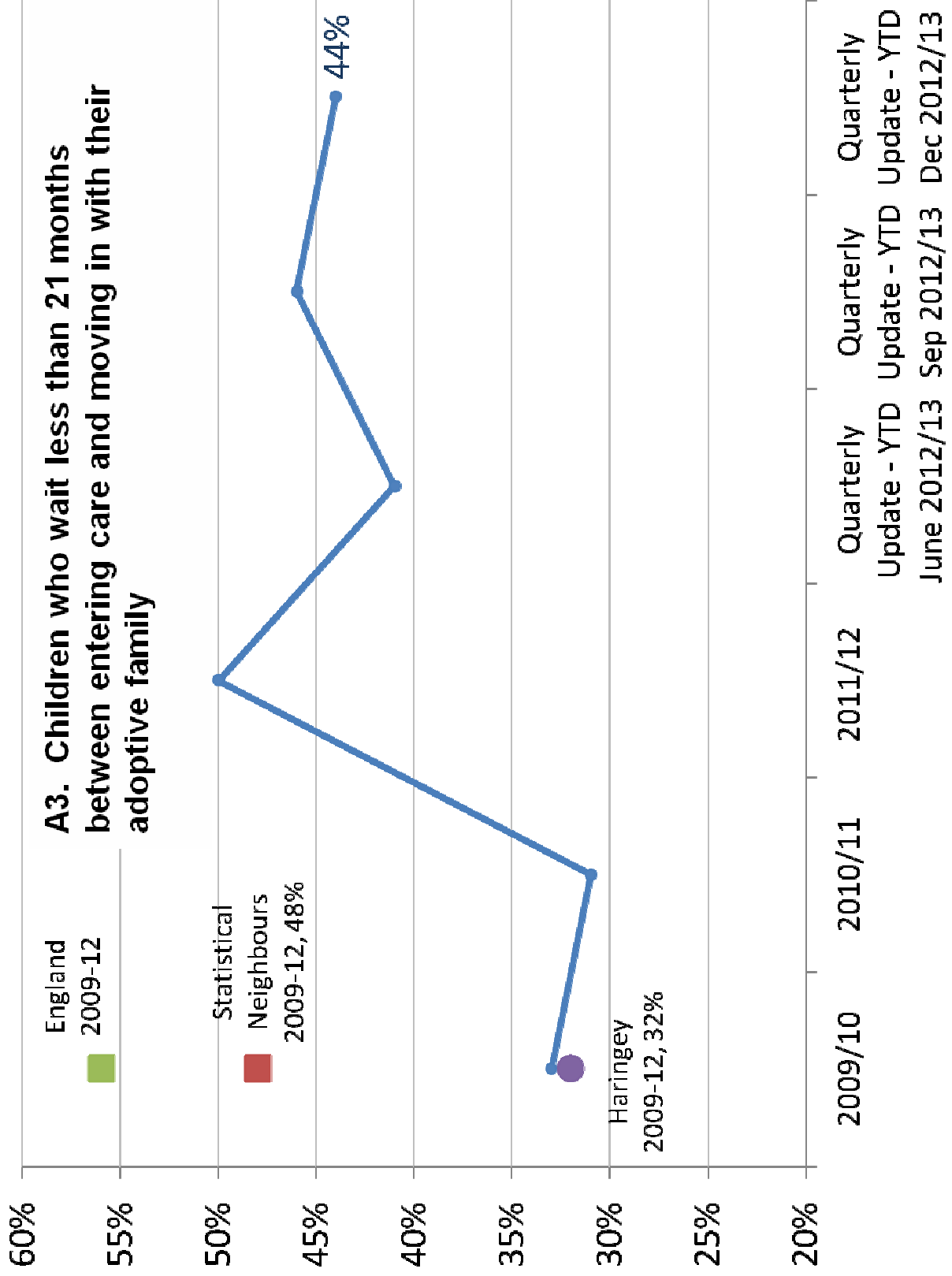
Where are we now?

Progress Against Adoption Scorecard Key Indicators



Where are we now?

Indicator	Performance now	Comparison
Average no. of days per child from entering care to placed for adoption (A1)	711 days (for children adopted between April and December 2012)	749 days (for children adopted between 2009 and 2012)
Average no. of days per child from entering care to moving in with adoptive parents – adjusted for foster carer adoption (A10)	455 days (for children adopted between April and December 2012)	647 days (for children adopted between 2009 and 2012)
Number of adopters approved	26 adopters approved in 2012/13	9 adopters approved in 2011/12



A process of continuous improvement

Since July 2012 we have taken steps to improve every stage of the adoption process:

- Developed a Permanency Policy
- Introduced linking meetings
- Improved tracking meetings – more to be done
- Added extra capacity
- Reviewed roles and structures in the service
- Developed the workflow to speed up the process
- Strengthened performance management
- Strengthened scrutiny and profile of adoption at senior level

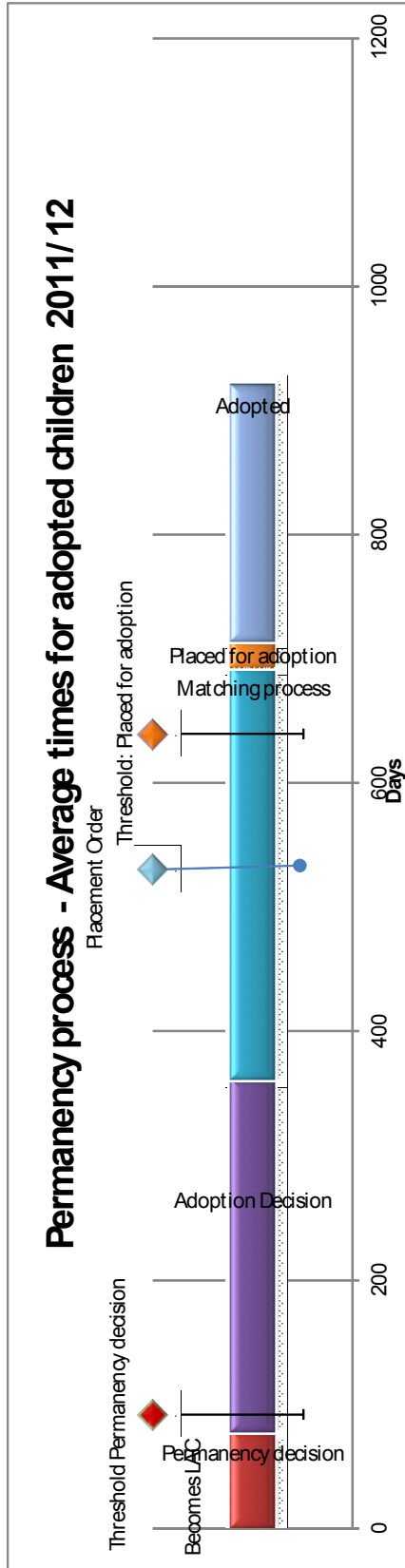
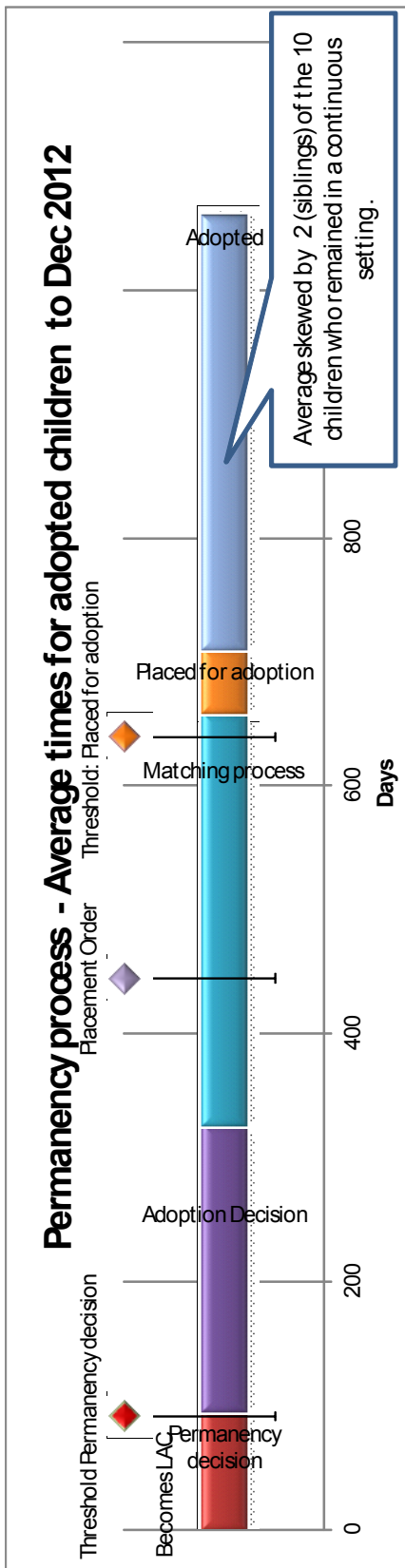
A process of continuous improvement

- **Added extra capacity**
 - a family finding social worker; families found for 15 children
 - 2 Special Guardianship Order workers; 24 special guardianship orders in the year to December more than double the number in 2011/12
 - extra funding for inter-agency placements
- **Reviewed roles and functions in the service to:**
 - focus on volume and timeliness of placements and
 - to increase the number of prospective adopters and timeliness of approval
 - created one post focusing on prospective adopter enquiries

A process of continuous improvement

- Strengthened scrutiny and profile of adoption at senior level:
 - Children and Young People's Scrutiny Panel 27 September 2012
 - Adoption Service update
 - Monthly review of adoption indicators and quarterly update of the scorecard at CYPS Leadership Team
 - Regular review at Corporate Parenting Group
- We have focused on complex cases where children have been in the adoption process for a long time and therefore there will be a time-lag in evidencing improvement on key measures

Timeline Comparison



Average days for key milestones		Days LAC to Permanency Decision / 2nd LAC Review	Days LAC to ADM Decision	Days LAC to Placement Order	Days LAC to Matched	Days LAC to Placed
2011/12		78	362	530	694	715
2012/13 to December		95 ↓	326 ↑	444 ↑	659 ↑	711 ↑

A process of continuous improvement

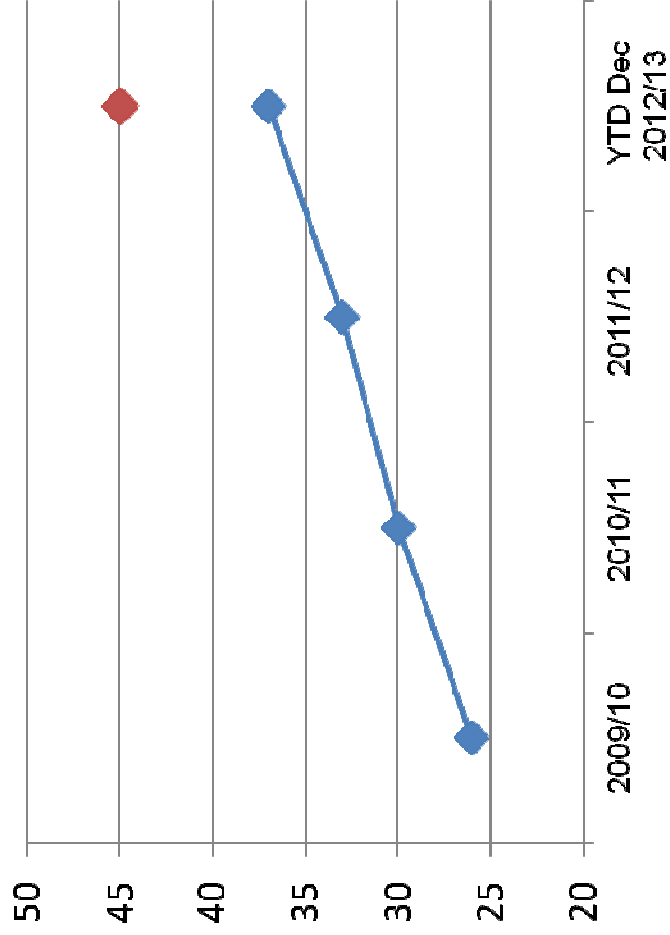
- Introduced linking meetings to identify matches for children at the earliest possible stage
- 100 days improvement from becoming looked after to placed for adoption
- Faster decision making with reduction in days to ADM decision

Children currently placed	Days from taken into care to date	Less than 21 months LAC to PFA	Days (LAC start to ADM decision)	Less than 12 months (from PO to PFA)
Children placed before July 2012 (Pre Linking)	799	60%	464	60%
Children placed after July 2012	692	47%	303	79%

A process of continuous improvement

◆ Adoptions, Special Guardianship and residence orders

◆ Projection for March 2013



Improved tracking meetings so that staff are aware of the key dates, timescales and approaching thresholds – as a result we have improved legal permanent placements

Next Steps

In the coming months we will:

- Work with our consortium partners to strengthen the initial enquiry and response stages of the prospective adopter process
- Improve the capability of Framework-i to prompt/support practitioners and managers to focus on performance
- Hold a Permanency Planning event to emphasise the role of other Children's Social Care teams in speeding-up the adoption process
- Continue to strengthen performance management at service level



Haringey Council

Report for:	CPAC	Item Number:	
Title:	Children in Care and Custody		
Report Authorised by:	Libby Blake		
Lead Officer:	Linda James Chris Chalmers		
Ward(s) affected:	ALL		

1. Describe the issue under consideration

For some time there have been concerns about Haringey Children In Care (CIC) and offending, including the use of custody. Once a year, CYPS has to provide information from the Police National Computer in relation to children who have been in care for 12 months plus and who have offended. The YOS data analyst compiles information, comparing the general offending population with CIC offenders, once a year. This data is presented to the CYPS multi-agency group and YOS management board. The YOS has a key performance indicator (set by the Youth Justice Board) to reduce the use of custody and this information is also analysed at the quarterly YOS management board.

The Prison Reform Trust Publication – ‘Care – A Stepping Stone To Custody’ - reports on 23 interviews with children in care. The report identifies a 7 point plan to improve care and reduce offending:

- Proactive care planning, including risk of offending.
- Getting the placement right.
- Recognising the importance of relationships with adults.
- Being aware of family influences.
- Increasing children’s aspirations.
- Working across agencies, including sharing information with police, youth offending staff and magistrates and accompanying young people to court.
- Being a good (corporate) parent, including when a child ends up in custody.



Haringey Council

Higher rates of offending are associated with becoming LAC due to family dysfunction/acute stress, having experienced more than 3 placements and being LAC for 12-18 months rather than longer.

The small sample of young people interviewed identified the following as influencing their offending:

- Losing contact with family and friends.
- Poor relationships with carers and social workers.
- Relationships with peers and peer pressure.
- Type of placement and frequency of move.

More recently, NACRO published its report entitled “Reducing offending by looked after children” (September 2012 (www.nacro.org.uk)). The report indicates that 7.3% of CIC come into contact with the youth justice system compared to 3% of all children and young people. In March 2012 the rate of offending amongst children in foster care was 3.6%, compared to 21.4% in residential care – one reason for this being the likelihood that residential homes call the police in response to challenging behaviour. The quality of placements and the stability and support they offer are identified as crucial to achieving good outcomes for CIC. CIC in custody have more complex needs than their peers and were more likely to report problems on arrival, have substance misuse and emotional and mental health problems. Most lost their placements on entering custody which made release planning more difficult, which then had an emotional impact on the young people concerned.

Those young people going into custody in Haringey are some of the most vulnerable, requiring high levels of support. There is already an emphasis on early help and intervention for those young people who are not a high risk to others. We are further developing this through initiatives such as the 54000 project and Families First.

Remands in Custody/Youth Detention Accommodation (YDA)

The Legal Aid, Sentencing and Punishment of Offenders Act is expected to be fully in force by April 2013. The Act affects custody in three ways:

1. Changes to the law on bail and remand are aimed at reducing the numbers of those unnecessarily remanded into custody by applying the new ‘no real prospect’ test whereby people would be released on bail when unlikely to receive a custodial sentence. Whether this is successful in reducing custodial remands – now termed youth detention accommodation (YDA) will be determined by the definition of ‘no real prospect’ in the courts.
2. Any young person under 18 remanded into custody now becomes a child in care. The DfE and YJB were expected to produce guidance last year, but this was withdrawn just as this section was introduced on 3rd December 2012. Discussions were already taking place with the YOS and relevant CYPS sections to ensure that processes are streamlined in order to reduce any duplication of work within limited resources. In 2011,



Haringey Council

39 young people were remanded into custody, 7 of whom were CIC – at any one time there are about 7 young people in Feltham. There were 39 young people in custody, 8 were in custody for 13 weeks (one was already a LAC young person) and would be eligible for leaving care support services under the legislation.

3. A new offence of threatening with an offensive weapon or article with a blade or point in public or on school premises results in a minimum sentence of 4 months detention and training order (DTO). It is estimated an additional 30-60 beds in the secure estate will be required for this. Currently, offences of possession of a bladed article are being monitored by the YOS and there has been an increase in the numbers charged in the last few years.

Haringey YOS Procedures

The staff in the YOS and CIC work closely together on cases, share information and attend joint meetings as necessary. Any young person referred to the YOS is initially checked against Framework-I and an entry is put on Framework-I indicating that the young person is known to the YOS. YOS workers are included in care planning meetings, reviews etc and CIC staff are invited to YOS Risk Management Panel meetings. Both services are represented at the Gangs Action Group. Young people may go into custody on remand or when serving a custodial sentence. It is acknowledged that custody involves high financial costs and can have detrimental effects on young people's lives.

The YOS works to reduce the number of young people subject to YDA to the secure estate (Secure Children's Homes, Secure Training Centres and Youth Offending Institutions – YOI's). Nationally, 57% of those remanded into custody do not then receive a custodial sentence; locally the figure is 43%. The courts tend to remand young people into custody due to the serious nature and/or persistence of their offending where there is a concern that further offending is likely. The YOS provides bail support programmes as an alternative to YDA. This can include reporting to the YOS a defined number of times per week, curfew, electronic tagging etc. Intensive Supervision and Surveillance (ISS) can also be used to provide additional support to bail programmes.

Any young person initially subject to YDA is reviewed by the YOS in order to assess whether bail (often with additional support) can be recommended. Any bail support programme must be aligned with other plans/interventions, including CIC care plans. The court and solicitor are informed accordingly. All those remanded into custody have to be assessed, particularly in relation to risk and vulnerability and the Youth Justice Board is responsible for identifying placements.

Within 5 working days of the initial remand, a remand review meeting must take place but this can be done via the video-link, unless there are definable risk factors. A remand planning should take place within 10 working days and monthly thereafter.



Haringey Council

Haringey CIC procedures

Since December 2012, all those under 18 years subject to YDA acquire LAC status. The Local Authority then becomes the corporate parent and the child or young person should be visited within one week of their YDA and then visited at least every six weeks (*4 weeks in Haringey*) for the first year. An independent reviewing officer (IRO) must then be appointed within 5 working days. Initial Health Assessments and PEP's (personal education plans) must be completed with specific timescales (20 days) and reviewed accordingly. With the LASPO Act changes, the local authority care plan need not include information relating to the long term plan for the child's up-bringing. The plan should include the child's needs in relation to health, education and training, emotional and behavioural development, social, linguistic, religious and cultural needs, contact with family, IRO details and arrangements for family contact. The DfE are undertaking consultation in relation to likely amendments to the Care Planning Regulations (2010). The outcome of this consultation will influence subsequent practice and service delivery. Haringey's response to the consultation will be submitted by February 6th 2013.

Prior to release of LAC in custody, current practice is that their allocated social worker will plan for appropriate accommodation and education arrangements. Where they are going to a foster home or residential unit every effort will be made to facilitate a visit to them by the provider in advance of their release. A package of onward support will be drawn up for each individual.

Children and Young People Sentenced to Custody

Youth Justice National Standards and Care Regulations also apply to young people sentenced to custody. An initial planning meeting to agree the sentence plan should be held within 10 days and the CIC social worker (amongst others) should be invited to attend. For those serving a detention and training order (DTO) of 12 months or less, visits should take place at least monthly and for more than 12 months, no less frequent than every two months. Those CIC serving custodial sentences are still subject to care reviews as well. YOS review meetings should take place regularly (depending on length of sentence) and can be undertaken by video link. A final release meeting must take place to ensure that resettlement arrangements are in place. If the young person is looked after or without suitable supported accommodation, the local authority must make suitable accommodation arrangements for the young person in advance of release. A continuing programme of education for those of school age of at least 25 hours per week should be provided. On release, the young person must report to the YOS on the same day: a review should take place within 10 working days and three monthly thereafter. A home visit should take place within five days, depending on individual circumstances.

Children and young people who have acquired CIC status by virtue of youth detention accommodation for 13 weeks+ (over any period of time) will be eligible for leaving care services in the same way as all other CIC.

It is unclear at this stage how the raising of the participation age for 17 year olds this year and 18 year olds next year will be addressed with the secure estate.

Long term custodial sentences (section 90/91) require much the same processes.



Haringey Council

Relevant Changes

The priority to reduce the use of custody, allied to the high re-offending rate of those released from custody, was taken into account when the YOS re-structured in 2011. The YOS managed to retain the support worker with lead for resettlement, one with a lead responsibility for accommodation and one with a lead for education, training and employment (ETE). The resettlement worker works with all relevant DTO cases both pre and post release and involves the other support workers as necessary. However, in relation to CIC, any work undertaken by the YOS support worker is very specific, due to the involvement of social workers and PA's and the need to avoid duplicating work and having too many staff involved with one young person

The Apprenticeship, Skills, Children and Learning Act 2009 commits the home local authority (Haringey) to notify the host authority (where the custodial institution is situated) when a young person goes into custody. Specific documentation including any statement of educational need must be sent and relevant authorities notified on release. The YOS education officer is responsible for completing this work.

Section 15 of CYP Act 2008 imposes a duty on the local authority to visit young people who cease to be looked after as a result of being remanded or sentenced to custody and who are not eligible for leaving care support. The young person must be visited within 10 working days, but this cannot be fulfilled by a YOS worker.

2. Future Developments

The total cost of secure remands (YDA) will be transferred to local authorities in April 2013 - local authorities currently contribute a third of the cost. The funding formula, which will be used to allocate finances to individual authorities, removes the 2/3rds contribution from the Youth Justice Board and includes the expectation that YDA will reduce numbers by 15%. Having analysed those subject to YDA in Haringey, this reduction will be challenging due to the need to protect the public from serious harm. The Youth Justice Board will continue to identify and allocate placements, but there is concern that funding will not meet demand locally with a £768,277 shortfall anticipated. This figure is based on the previous 3 years number of bed nights used by Haringey which is estimated locally to be some 7,000 nights short. A revised figure is expected imminently. This reduction in funding could result in pressure on local authorities to use YOI's rather than more expensive options, with the risk of increasing a young person's vulnerability.

Local Developments

- Haringey is committed to reducing the use of custody for both custodial remand and sentenced young people, except where custody is required to protect the public. In addition to services outlined earlier and involvement in a pilot scheme to reduce the use of custody and care, the local services are contributing to the North London Adoption and Fostering Consortium proposed development of a remand fostering scheme. Such a scheme could have a significant impact on numbers and costs of custodial remands.



Haringey Council

- The YOS and CIC managers are meeting bi-monthly and the two management teams met recently to discuss future developments. A manager has been identified in each service to act as a single point of reference in terms of liaison between the two services. A YOS social worker will act as a single point of contact for LAC and be based in the LAC team one day a week. This will be reviewed after three months.
- A weekly meeting to review all YDA cases has been set up. Managers from both YOS and CiC services will attend this.
- A monthly multi agency risk management panel has been established to discuss and plan for those young people at high risk of harm to others. CiC service is represented on this Panel.
- Both services are represented at the Gangs Action Group and the co-ordinator of the GAG has provided some joint training on local gangs' issues. This joint training allowed respective roles and responsibilities to be included. The YOS is committed to providing another 4 programmes for those involved in gang/violence and those in care who meet the criteria will be prioritised for these programmes
- Staff shadowing opportunities will be developed in 2013 to enable a greater shared understanding of the work of the two sections with a view to improving the services provided to those in care who have offended

3. Comments of the Chief Finance Officer and financial implications

The Youth Justice Board has obtained unit costs from the Personal and Social Services Research Unit in relation to extending CIC status.



Description	Unit Cost
Care Planning – Initial Assessment	£137
Statutory Reviews	£466
Care Planning – post First Statutory Review	£137
Social Worker Visits	£146
Transition to Leaving Care Services	£1,328

Court Ordered Secure Remands

Actual Expenditure	2009/10	2010/11	2011/12	2012/13 [6mths April-Sept]	2012/13 Estimated full year cost	
	£			£		
CYPS	330,372	185,810	387,536	173,278	346,555	Cost is currently met from the existing Placements Budget. This represents 1/3 of the total cost for court ordered secure remands.
YJB	660,743	371,619	775,072	346,555	693,110	£693k represents a new estimated pressure on the Placements Budget.
Provisional funding allocation for 2013/14					-48,712	
Total	991,115	557,429	1,162,608	519,833	£1,039,666	



Young Offender Institutes

	2009	2010	2011	
Bed Nights	2332	2298	2582	Data on bed night usage and cost per night has been provided by the YJB. Data for 2012/13 year to date is not available.
Cost per night [£]	£173	£173	£173	
Total Cost	£403,436	£397,554	£446,686	
Provisional funding allocation for 2013/14			-£317,981	
New estimated pressure on the Placements budget.			£128,705	



Transport

	2009/10	2010/11	2011/12	2012/13 [6mths April- Sept]	2012/13 Estimated full year cost
	£			£	
Total cost for Wrixon Secure Transport	68,035	66,984	49,409	7,611	15,221
Provisional reduction in funding allocation for 2013/14					10,345
Total					-4,876



Haringey Council

Head of Legal Services and legal implications

The key provisions in the Legal Aid, Sentencing and Punishment of Offenders Act 2012 that relates to the Council's obligation to children in custody are covered in the report.

Conferring looked after status on all children in custody will place a duty on the authority responsible for their care to assess their needs, co-ordinate services on their behalf and maintain a link with their home communities, including offering support to their families to keep in contact with them.

The impact assessment of the new provision accept that conferring looked after status to all children currently remanded will lead to additional costs flowing from the provision of mainstream care services to those who are remanded in Young Offender Institutions. For some of these, there will also be additional costs of care leaver services upon leaving custody. There is likely to be significant resource implication in dealing with the additional children looked after by the Council.

By virtue of paragraph(s) 1, 2 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is exempt

This page is intentionally left blank

Document is exempt

This page is intentionally left blank